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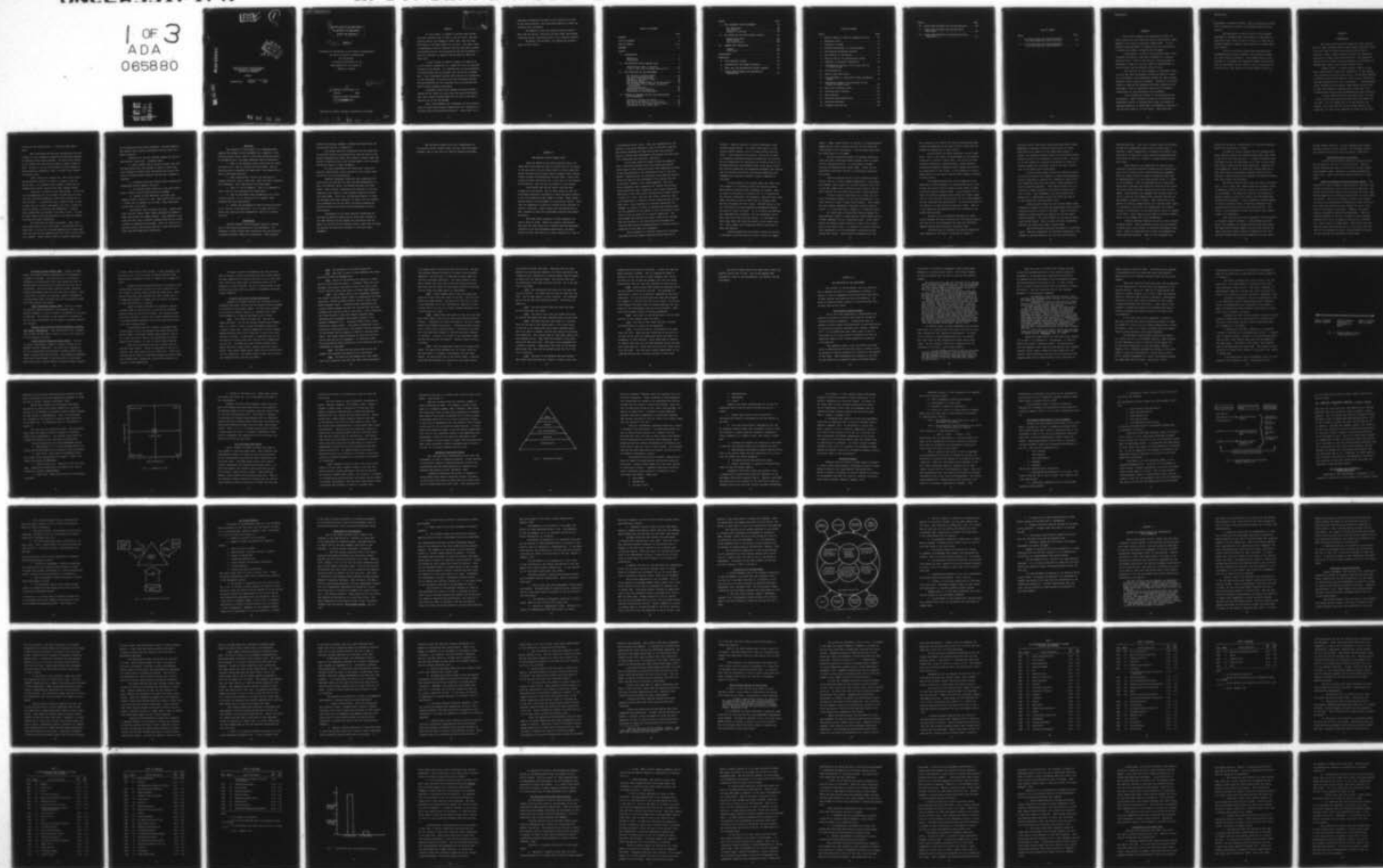
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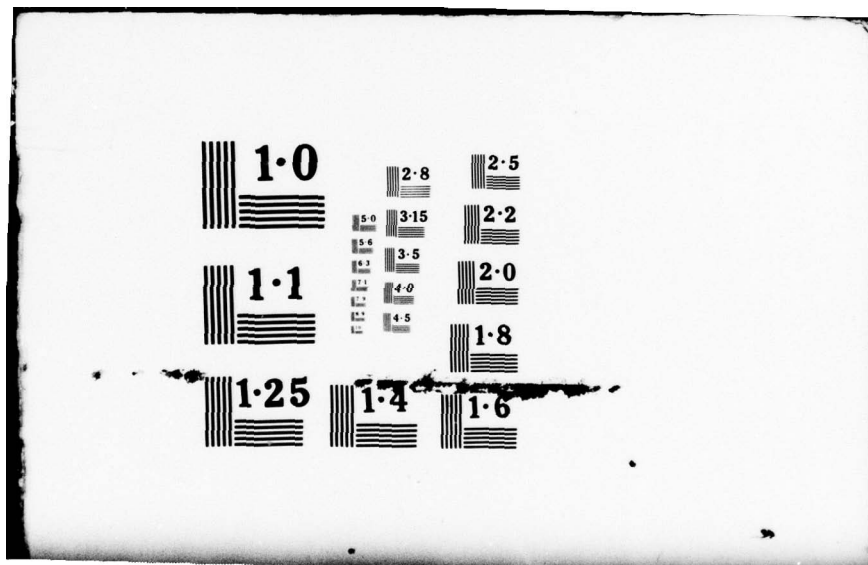
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SECURITY POLICE JOB ENRICHMENT:  
AN ANTHOLOGY OF MANAGEMENT  
EFFORT AND RESEARCH

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Michael D. Griffith  
Captain USAF

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SECURITY POLICE JOB ENRICHMENT:  
AN ANTHOLOGY OF MANAGEMENT  
EFFORT AND RESEARCH

9 Master's THESIS

Presented to the Faculty of the School of Engineering  
Air Force Institute of Technology  
Air University  
in Partial Fulfillment of the  
Requirements for the Degree of  
Master of Science

by

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Captain USAF  
Graduate Systems Management

11 September 1978

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## PREFACE

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published information available on the results of either of the above projects, the first-hand reports of these two officers were invaluable.

The members of the 91st Security Police Group at Minot AFB for doing a difficult job with honor and professionalism and for teaching me how to be a security officer.

My mother, Ann Griffith, for typing the original draft of this thesis.



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ABSTRACT

This thesis examines job satisfaction within the United States Air Force Security Police, particularly, among members of the security specialty (AFSC 811XX). It also examines some approaches to improving the job satisfaction of security policemen, including job enrichment.

A description is given of the security career field, including the types of jobs done by members of a typical security force. A day in the life of a security guard is described in order to give the reader an understanding of security duty from the workers' point of view.

The evolution of job enrichment is discussed, starting with the early philosophy of Frederick Taylor's "scientific management" and progressing through the ideas of Mayo, McGregor, Blake & Mouton, and Maslow. Herzberg's two-factor theory is examined and compared with other theories of job enrichment; such as, expectancy theory and the Hackman & Oldham model of job satisfaction and enrichment.

Also included are studies of job satisfaction and performance. These include work done by the Occupational Measurement Center at Lackland AFB, Texas, the School of Aerospace Medicine at Brooks AFB, and Thompson's analysis of the Air Force Quality of Life Survey. The Castle AFB

experiment to determine whether close-in sentries are essential to security of aircraft is described along with the results.

The experiment in security police job enrichment performed at Ellsworth AFB, South Dakota, is described in some detail and a brief account is given of a local do-it-yourself program to improve job satisfaction at Minot AFB, North Dakota.

Finally, the writer offers some conclusions and recommendations on how to improve job satisfaction among Air Force security personnel. Chief among these are suggestions to re-examine the separation between the security and law enforcement career fields as well as the policy of using close-in foot sentries to guard parked aircraft.

## CHAPTER I

### INTRODUCTION

Why study job satisfaction among Air Force security police? What difference does it make whether security guards like their work as long as they show up and do what is required of them? These questions can best be answered by relating an incident which occurred while I was Operations Officer for an aircraft security squadron at a Strategic Air Command (SAC) base in the northern United States.

Airman "Jones," a close-in sentry, came to me one day to declare his intention of "quitting." He was unhappy with the base and with the work he did. He had been promised a different career field when he joined the Air Force; but, had been cheated out of it by "the system." I had discussed Jones' problem with him several times before and had tried to help him transfer to another career field; but, such transfers were nearly always disapproved by higher authority.

Finally Jones gave me an ultimatum: "Sir," he said, "I have tried to be patient and work within the system and all that. All I've gotten for it is the official run-around. If I can't get out of this career field in the usual way I'll have to do something to force the Air Force



to pull me off security duty. I think you know what I mean."

What Jones meant was he would deliberately get into trouble so as to disqualify himself from carrying firearms or working around nuclear weapons. He could allow himself to get caught with marijuana, go AWOL or simply refuse to work. He went on to say he had become "really desperate" and he might do "something crazy" in order to get himself relieved of duty.

Jones' threat was nothing new. Many other airmen had deliberately gotten in trouble in order to get off sentry duty. If I granted Jones' demand I would soon be swamped with similar threats from other unhappy troops.

Jones and I talked for over three hours. I told him if he deliberately got into trouble he might end up with a less than honorable discharge rather than a better job in the Air Force. I assured him that I would do what I could to help him get a better assignment; but, that I would not yield to threats or tolerate any misbehavior. Finally, Jones calmed down and decided to go back to work. He said he would check with me periodically to see what was happening about his being transferred.

All went well for about six months. Then, Jones went berserk while on duty one night. He declared over the radio that if he was not relieved immediately he would hose down the plane he was guarding with M-16 rifle fire and then kill himself. After several hours of careful negotiating

by the Security Police Group Commander, the base Chaplain and others, Jones finally surrendered and was taken to a mental hospital.

Jones was not the only extreme example of job dissatisfaction I have seen. Consider these:

1. About twenty missile security troops took over the base dining hall and refused to come out until they were allowed to discuss their grievances with senior officials, including several general officers and a member of Congress.

2. A missile guard shot himself while searching an underground missile support facility.

3. An aircraft guard cocked his rifle and threatened to shoot a fellow guard during an argument.

4. Another SP went downtown, got drunk, and started firing a pistol in a bar. When local police tried to arrest him, he opened fire on them. They fired back, hitting him in the groin.

Fortunately, such incidents are rare. Lesser problems; such as, fights, AWOL, family problems and abuse of drugs and alcohol are common however. Such problems illustrate the fact that a severely unhappy guard can be as much a threat to security as the enemy. Even the majority of security police, who perform very well, might do better if their work were made more interesting.

### Objective

The objective of this paper is to comprehensively examine the concept of job enrichment as it applies to the security police career field of the United States Air Force. To accomplish this, the paper addresses several questions:

1. What is the security career field like for those who work in it? How is security work performed? How are security police organized and supervised? How effective are they in providing security?
2. What technological devices are available to enhance security? How do they work? What are their strengths and weaknesses? What improvements are being made?
3. What is "job enrichment?" How is it supposed to work? What are its strengths and limitations?
4. Has job enrichment been attempted for Air Force security police? If so, how well has it worked? What problems have been encountered?
5. Should job enrichment be used for security police? If so, how can it be used best? If it is used, how will it affect the security police themselves? How will it affect security?

### Methodology

Library research was the primary source of information on the theory and practice of job enrichment. The libraries at AFIT, Wright State University and the University of Dayton provided a wealth of information. Much has been

written by Herzberg, Hackman & Oldham and others about job satisfaction and how to improve it.

One unique source of information was the capability of the AFIT library to electronically scan the files of the Defense Documentation Center for technical reports under the topics of Security Police and Job Enrichment, and to provide microfiche copies of these documents.

Air Force regulations and directives, along with personal observations, gave a picture of the current state of the art in Air Force security.

Numerous telephone interviews were conducted with security police officials at USAF and SAC Headquarters, as well as Ellsworth, Minot, and Wright-Patterson Air Force Bases. Much valuable information was obtained in this way, especially with regard to the programs conducted at Minot and Castle AFBs. Until now, no published reports of these two programs have been available, so nearly all the information presented here on the Minot and Castle programs was obtained through interviews and correspondence with the participants.

Information on Air Force security technology was obtained by personal observation at Minot AFB, studies at the USAF Security Police Academy and interviews with personnel at the Tactical Air Warfare Center, Eglin AFB, Florida, who perform the test and evaluation of security sensor equipment.



The following chapter will give a description of the security police career field, and will take the reader through a day in the life of a typical security policeman.

## CHAPTER II

### THE SECURITY POLICE CAREER FIELD

When one thinks of Air Force Security Police the image that first comes to mind is usually that of the guard at the main gate of an Air Force base or of the airmen who patrol the base in blue staff cars or pickup trucks issuing traffic tickets and maintaining law and order. While such troops and their activities are a vital part of the security police mission, they are not the subject of this report.

Since about 1968 the SP career field has been divided into two groups. One of these groups is the law enforcement specialty consisting of those personnel holding an Air Force Specialty Code (AFSC) of 812XX. These people perform mostly law enforcement or correctional duties. Their jobs are comparable to those of civilian police officers or sheriff's deputies. They enforce laws and regulations on base, respond to complaints, apprehend criminals and handle prisoners.

The other group consists of those personnel who hold an AFSC of 811XX. These are security specialists. They have the same authority to enforce laws and apprehend violators as do law enforcement specialists, but their duties are more like those of a light infantry unit than of

a conventional police force. They are responsible for the security of priority resources, such as aircraft, missiles and nuclear warheads and their day-to-day work consists mostly of sentry duty performed in and around the restricted area containing such resources. (AFR 207-1)

At one time these two career fields overlapped so that a security policeman could find himself performing either type of duty during any given shift depending on where he was stationed and on the discretion of his or her commander. Theoretically, an individual could perform security duties one day and law enforcement (L.E.) duties the next. In practice, however, this seldom happened. Security police squadrons were organized into flights and sections along functional lines; therefore, most troops worked one specialty or the other almost exclusively for weeks, months or years at a time. Now that the career fields are officially separated an airman's initial classification is even more final. Once assigned as a security specialist for example, an airman is likely to perform only security work for the remainder of his career or until he attains a skill level of nine at which he is a senior supervisor. For senior NCOs and officers the career fields still overlap. The vast majority of Air Force security policemen are security specialists and opportunities to retrain from one specialty to the other are infrequent.

Once assigned as a security specialist a security policeman may find himself guarding either missiles or

aircraft. Missile security is usually performed in the northern United States. For about three days at a time several missile guards live at a Launch Control Facility (LCF). A LCF consists of two parts. The first of these is a hardened underground capsule occupied by two officers who are responsible for monitoring the status of up to ten Minuteman missiles and launching them in the event of war. The missiles themselves are dispersed throughout the countryside in concrete silos which are buried underground and equipped with electronic alarms to detect tampering or intrusion.

On the surface of the ground above the launch control capsule is a building in which the security police, spare missile crews and other personnel are housed. When an alarm is activated at a missile site it is received by the officers "downstairs" who dispatch a Security Alert Team (SAT) consisting of two or three SPs in a pickup truck. The SPs are armed with M-16 rifles. The SAT drives to the site from which the alarm sounded and determines whether the alarm is false or actual. If it is actual the SAT members apprehend the intruders, call for assistance and do what they can to deal with the threat. If the alarm is false they reset the alarm and return to the launch facility. False alarms occur frequently during the winter or other bad weather.

Missile guards may also escort convoys of missiles or warheads to and from missile sites or serve on "camper



teams." Camper teams consist of two SPs in a pickup-mounted camper who are sent to guard a missile site at which the alarm system is not functioning. One man keeps watch while the other rests in the camper.

Aircraft security consists of guarding parked aircraft and their associated weapon systems; such as, bombs and air launched missiles. It also usually includes security for Weapon Storage Areas (WSA). These are the restricted areas where nuclear or conventional munitions are stored.

Security specialists may also be assigned unusual duties; such as, a major command headquarters. This paper will address itself mainly to aircraft security since this is the most common form of security police duty in the Air Force and the one with which this writer is most familiar.

During a typical eight-hour tour of duty the aircraft and weapon systems on a base are protected by an aircraft security flight of about thirty people. (This number can vary greatly depending on how many aircraft need protection. A flight may have a handful or a hundred troops.)

At large bases or those where nuclear weapons are stationed each flight is supervised by a Shift Supervisor or "flight commander" as he is sometimes known. Shift supervisors are usually junior officers on their first assignment in the career field. In addition to security they are also responsible for law enforcement activities on base during their shift. During night or weekend shifts the

shift supervisor is usually the senior security policeman on duty and sometimes is the only officer on base who can respond to emergencies on short notice.

Directly below the shift supervisor is the Flight Chief. This is the senior enlisted member of the security flight who is usually a senior NCO. His duties are wide including scheduling, assigning posts, flight training, conducting guardmount formation, post inspections and overall supervision of the flight. In the absence of a shift supervisor he is the senior security force member available on short notice.

The Communicator/Plotter can be compared to the dispatcher or desk sergeant in a conventional police force. He mans the security police control center which is known as Central Security Control (CSC). He has control of all radio and landline communications within the flight, keeps track of the locations and activities of all flight members and the resources they must protect. He also writes most of the reports of flight activities during a shift. This is a very important and demanding post and is manned by two people when possible.

During a real or simulated emergency the comm/plotter becomes the hub of activity for the security police unit and his or her performance can mean the difference between success and failure for the entire base.

The Alert Area or Storage Site Security Supervisor (Area Supervisor for short) is the NCO in charge of

security within a particular restricted area within a base. Depending on how many restricted areas exist on a base, there may be any number of area supervisors within a flight. He conducts frequent checks of the sentries posted within his area to see everyone is alert and well. He sees to it that troops are relieved as necessary for chow and latrine breaks and, in general, sees to the care and welfare of his people during each shift.

He also checks alarms, fences and resources within his area and directs the response to alarms and emergencies. An area supervisor is similar to a foreman or other first-line supervisor and often has several airmen assigned to him for reporting purposes. This does not mean he or his troops are always assigned to the same area during each tour of duty. Post assignments are often rotated and a person who is comm/plotter during one shift may work as an area supervisor during another shift.

Security Alert Teams are two or three member teams assigned to respond to alarms and emergencies within certain restricted areas or sector of the base. They are usually mounted in pickup trucks for mobility as are the supervisory personnel. The senior member of the team is designated as SAT leader. This is often the first leadership position for senior SP airmen or junior NCOs.

Entry Controllers guard the entrances to restricted areas. They are responsible for checking credentials (line badges) of persons entering the area and for preventing

unauthorized entry. This job is usually given to the sharpest and most responsible airmen on the flight since it requires a subtle combination of firmness with public relations skill to keep such a post from being penetrated without giving too much of a "hassle" to people seeking legitimate entry.

Alert Monitors are responsible for watching over electronic intrusion detection systems and for controlling entry into structures with intrusion detection equipment. They are usually posted in towers overlooking their area of responsibility or at the entry control point if a tower is not available. They are equipped with an alarm panel board which indicates the status and location of each alarm and gives visual and audio signals when an alarm is triggered. Alarm monitors are equipped with two-way radios (as are all security force members when possible) and can dispatch SATs to respond to alarms. They usually have telephones for back-up communications and a back-up alarm signal is installed at CSC so that the comm/plotter can dispatch someone to investigate if the alarm monitor fails to respond to an alarm. Their towers can be used as alternate command posts if the primary CSC is not operational.

Close-in Sentries comprise the bulk of most aircraft security forces. They are posted on foot and are assigned to guard one or two aircraft or structures throughout their shift. They are armed with M-16 rifles and equipped with radios whenever possible. They are also equipped with



whistles or flares as a backup means of attracting attention should they need help in a hurry.

In areas of severe weather they are equipped with small shelters similar to telephone booths where they stand to get out of the wind and rain. In order to maintain their alertness they are not permitted to sit down on post except when given a rest break by their supervisor. They may not carry commercial radios or unofficial reading material on post since these are considered possible sources of distraction. Sentry shelters are equipped with portable heaters when such heaters are available.

The sentry controls entry into the Close-in Security Area, a ten to sixty foot radius around his aircraft, which is marked by a device; such as, a rope or a painted line on the pavement. He checks the identity and authority of persons seeking to enter the close-in area and apprehends unauthorized intruders. If he is guarding a nuclear weapon or nuclear loaded aircraft, he monitors compliance with nuclear safety rules; such as, the two-man policy. The sentry is not permitted to enter the close-in area himself except in an emergency.

Foot sentries may also be posted as "close boundary" or "distant support" sentries. Close boundary sentries patrol the boundary of a restricted area from just inside the fence while distant support sentries work outside the area, patrolling likely avenues of approach to the area. Military working dogs and their handlers are often used as

distant support sentries. In areas equipped with outdoor intrusion detection alarm systems, close boundary and distant support sentries are often not posted. (AFM 207-2)

#### Technological Aids to Security

In recent years several technical innovations have had an impact on the work of security police. The most notable advances have been in the area of intrusion detection equipment (IDE), especially in systems designed for outdoor use. Some of the better known systems are listed below.

Magnetic Concealed Intrusion Detector (MCID). This consists of a set of special cables buried in the earth just outside the boundary fence of the area to be detected. The sensor detects metal objects moving through its field. When working properly and correctly adjusted this is a very effective system. Even if an intruder is aware of the system and takes such precautions as removing his rings, watch and belt buckle the sensor may still detect the nails in his shoes or the zipper in his pants. However, the system requires frequent maintenance and adjustment. When not properly adjusted it can fail to detect a fully equipped soldier with a rifle or become so sensitive as to detect the flow of water in nearby pipes. This writer has seen instances when the alarm monitor in a B-52 alert area was able to tell whenever the alert crews flushed the toilets in their quarters by watching his alarm panel.

Balanced Pressure System (BPS). Similar to MCID, except this system detects pressure such as the weight of a person's footsteps. The sensitivity of the system is adjustable and difficulties with this system are that its effectiveness varies with soil conditions and with how it is adjusted. The hard frozen ground of winter transmits pressure differently than the soft wet mud of spring. Also, a system set to detect the stealthy, careful footsteps of a ninety-pound female terrorist may pick up nuisance alarms from every passing jack rabbit.

Fence Disturbance Sensor (FDS). This is a series of vibration sensors mounted on the boundary fence. If someone attempts to climb the fence, the shaking of the fence is detected. This system is also sensitive to animals as well as wind, tumbleweeds and the rumble of passing vehicles and aircraft.

Magnetic Anti-Intrusion Detector/Magnetic Intrusion Line Sensor (MAID/MILES). This system works like a combination of MCID and BPS using a series of wire coils sensitive to both pressure and metal.

Parked Aircraft Security System (PASS). This was an early, unsuccessful attempt to attach an alarm to the guarded aircraft themselves. The device was supposed to set up a capacitance field around an airplane which would detect a person entering the field. The system was abandoned after field tests showed it was difficult to find adjustments which would reliably detect intruders without reacting

to rain, snow, wind or other things. A more successful system now in use, is the Aircraft Intrusion Detector (AID) which detects attempts to enter or tamper with a parked aircraft.

Outdoor intrusion detection devices for missile sites include radar antennas arranged within the fenced area so as to detect a person moving through the radar beam. These devices also have some problems with false alarms and it is sometimes possible to tamper with the device to prevent it from functioning as it should.

Indoor intrusion detectors are generally similar to those found in civilian life in such places as banks, jewelry stores or even private homes. Such things as magnetic door switches, electric foil around windows and sonic or microwave motion detectors can also be used effectively in military storage areas.

To supplement security lighting arrangement some security police units are equipped with Night Observation Devices (NOD) or Starlight Scopes, which amplify light so as to give the user a view of the surrounding area which appears more brightly lit than it would normally appear.

More exotic devices may be yet to come; such as, portable laser fences. (These are designed to work as an "electric eye" type alarm, not as a death ray.) Entry controllers may be aided in identifying people by devices which scan fingerprints, voiceprints, blood vessel patterns in the eye or even handwriting.



Of course, security arrangements may vary from one base to another so that no two bases are apt to have exactly the same combination of security devices in use at any given time. While any single type of detection device can be evaded by a clever intruder, the use of such devices in combination with each other can present a formidable challenge. (Course 30BR8121)

#### A Day in the Life of Airman Denisovitch

Assume for a moment that you are an airman recently graduated from basic training and the Security Police Academy at Lackland Air Force Base, Texas. You have been assigned as an aircraft security guard at a "northern tier" base. Your schedule for a typical day might go as follows.

0615. Your alarm clock goes off. You get up, shower and shave. As you are getting dressed your roommate turns on a radio in time to catch the weather report for a typical winter day. Present temperature is minus fifteen degrees Fahrenheit with clear skies and a wind of ten knots gusting to fifteen. A warm front is expected later in the day which will bring light snow flurries and a temperature of plus ten. You check your gear, which includes arctic parka, web belt, flight jacket, thermal pants and "bunny boots," heavy white rubber boots, which can be inflated with air for insulation. You double-check to make sure you have your weapons-issue card and line badge.

0645. Eat breakfast at the base dining hall.

0730. Meet bus in front of your dormitory for transportation to base SP Headquarters.

0745. Arrive at SP building and check out a radio and M-16 rifle from the armory. A sergeant looks over your shoulder as you point the muzzle of the rifle into a sand filled clearing barrel and insert a thirty-round magazine.

0800. Your flight falls in for guardmount ceremony. You stand at attention while flight is inspected by the shift supervisor, Second Lieutenant Smith, and the flight chief, Master Sergeant Jones. Lieutenant Smith compliments you on your freshly pressed uniform; but, advises you that your sideburns are "getting close to the limit." After inspection the flight stands at ease while Master Sergeant Jones announces post assignments and reminds everyone of an upcoming commanders call. Lieutenant Smith gives a short briefing on weapon safety. Just before guardmount is dismissed two investigators and a dog handler from the squadron's law enforcement section appear to conduct a surprise drug check. The flight remains standing at ease while the dog sniffs each man and his equipment. No drugs are found. The investigators thank everyone for their patience and leave. Guardmount is dismissed.

0830. You board the bus which takes you to the bomber alert parking area where you will be posted.

0845. You arrive at the bomber alert area (BAA). The entry controller from the last shift checks everyone's

line badges before letting the bus into the area. He does this quickly because he knows he is about to be relieved. Meanwhile, the bus driver is required to check under his hood for concealed explosives. You then proceed to your post, inspect your area and relieve the off-going sentry who tells you the heater in your sentry shelter failed during the night and needs repair or replacement.

0900. Staff Sergeant Brown, the area supervisor, comes by on his first post check of the day. You tell him about the broken heater. He says he'll look into it, and in the meantime, he or the area SAT will stop by as often as they can to let you sit in their trucks and warm up for a few minutes at a time.

1000. Things have been quiet for the last hour when your radio comes alive with an alarm from Central Security Control. "Attention all posts and patrols. We have a bogus badge at the bomber entry point. Increased security option now in effect until further notice." You watch as the SAT and area supervisor respond to the ECP and search someone in fatigues. A minute or so later a law enforcement sedan arrives and picks up the suspect. Security option returns to normal.

1030. The area supervisor comes by on another post check. He says he has checked with the flight chief who may know where to scrounge a replacement for your dead heater. He also briefs you on the recent alarm. A maintenance NCO had forgotten to replace his line badge during

the periodic reissue last week. Yesterday was the final deadline for getting new badges so the entry controller had "jacked him up" (ordered him to spread eagle) when he showed up today with the obsolete badge. The NCO was held until his supervisor could come and vouch for him. He is now getting a new badge.

1100. Two maintenance men show up to do some work on your aircraft. You check them out and let them into the area. One of them seems a little irritable. You recognize him as the man who was jacked up earlier. He has his new badge now.

1200. You are relieved from your post and taken to the dining hall for lunch.

1230. You return from lunch and resume your post. You notice the heater has been replaced while you were gone.

1400. Relieved from post and taken to a new post near the far end of the runway where a C-141 cargo plane is waiting to be loaded with some nuclear warheads which are to be taken to another location for special maintenance and inspection. The aircraft must be kept under guard until the warheads arrive. They should be brought to the plane within the next half hour. This post is not equipped with a heater or shelter. Temperature has risen to six degrees above zero; but, the wind has picked up and the chill factor is minus ten.

1500. Delivery of the warheads has been delayed. The flight chief has been by a couple of times to give you



warmup breaks and keep you informed. To pass the time you begin building a snowman. The low temperature makes it difficult to get the snow to stick together; but, you do the best you can to make the snowman look like the senior investigator from the team that checked for drugs earlier.

1600. After several more delays the warheads arrive and are loaded on board the aircraft. The warheads are escorted by a convoy of SP vehicles commanded by the shift supervisor. You are relieved from your post and assigned as a member of a SAT for the rest of the shift. As the aircraft departs the blast from its engines destroys the snow statue of the investigator just as you had planned. Meanwhile the oncoming flight is holding guardmount.

1640. You return to the SP building to be relieved and turn in your weapon, ammo and radio.

1715. The rest of the flight has been relieved. You board busses to return to the dormitory.

1730. You arrive back at the dormitory ten hours after you left. Today was your third day on day shift so you will be off duty for twenty-four hours and report for guardmount at 1600 tomorrow. After three days of evening or "swing" shift you will do three midnight shifts and then have three days off. After that the cycle will begin again with day shift. You also have a dental appointment at ten tomorrow morning and a training lecture at 1300 hours.

By now the reader should have some idea of what the security police job is like. Let us now examine some theoretical views of job satisfaction, job design, and job enrichment.

## CHAPTER III

### THE EVOLUTION OF JOB ENRICHMENT

The concept of job enrichment, like any theory of how to improve the morale or performance of workers, is based on a set of assumptions and beliefs about the nature of work, workers and human motivation and behavior. As might be expected modern theories of work motivation have evolved from earlier ideas.

#### The Rational Economic Worker

One of the first approaches to understanding the behavior of people at work was what might be called the rational-economic assumption. It postulates that the behavior of both workers and supervisors is motivated mostly or entirely by economic considerations. (Watson & Zumbrow, 1977) It is assumed that each worker seeks to earn as much money for as little effort as possible and that the supervisor seeks to get as much production as possible at minimum cost.

This approach tends to cast the worker and supervisor as adversaries with each one trying to come as close as possible to getting something for nothing at the expense of the other. Such assumptions were popular in the days of such theorists as Frederick Taylor and helped lead to

techniques of "scientific management" which placed great emphasis on efficiency and control. The classic example of such an approach was the case of the pig iron handler, Schmidt:

We found that this gang were loading on the average about 12½ long tons per man per day. We were surprised to find, after studying the matter, that a first-class pig-iron handler ought to handle between 47½ and 48 long tons per day instead of 12½ tons.

. . . We selected Schmidt as the most likely man to start with. He was a little Pennsylvania Dutchman who had been observed to trot back home for a mile or so after his work in the evening about as fresh as he was when he came trotting down to work in the morning.

Schmidt started to work, and all day long, at regular intervals, was told by the man who stood over him with a watch, "Now pick up a pig and walk. Now sit down and rest. Now walk--now rest," etc. He worked when he was told to work and rested when he was told to rest, and at half-past five in the afternoon had his 47½ tons loaded on the car. And he practically never failed to work at this pace and do the task that was set him during the three years that the writer was at Bethlehem. One man after another was picked out and trained to handle pig iron at the rate of 47½ tons per day until all of the pig iron was handled at this rate, and the men were receiving 60 percent more wages than other workmen around them. (Taylor, 1911)

It would be easy, in these supposedly more enlightened times, to consider Taylor and others like him as ruthless slavedrivers and "capitalist exploiters." We might call it unfair to reward Schmidt with only a 60 percent pay raise after he had increased his output nearly four times. On the contrary, Taylor was a humane man by the standards of his time. As he stated himself,

. . . it was further our duty to see that this work was done without bringing on a strike among the men, without any quarrel with the men, and to see that the men were happier and better contented when loading at the new rate of 47 tons than they were when loading at the old rate. . . .



When one stops to consider that slavery had been a legal and accepted practice in this country during the lifetimes of the managers with whom Taylor was working, his approach can be considered as being remarkably progressive for considering the worker at all. In fact in many parts of today's world he would still be viewed as a dangerous radical. See how things are done in the "peoples' paradise" of revolutionary Cambodia:

. . . Of Cambodia's eight million citizens, those who have died of malnutrition, disease, and forced labor may number two million. . . .

. . . Executions of wives and children were commonplace in the effort to purge all taint of the past in establishing an egalitarian rural society.

In that agrarian Utopia, doctors and other professionals are harnessed, four abreast, to plows while 80 percent of the population suffers from untreated malaria. Failure to meet daily harvest quotas are punishable by death. Bands of roving child spies hide under huts at night to turn in dissenters, while grieving widows are warned that weeping for a condemned husband "shows you don't love the revolution." In monstrous counterpoint, Radio Phnom Penh hymns the glory of life as strife, promoting "offensives for everything from dike building to rice planting and reminding slave laborers that "revolutionary pride" gives them "unspeakable joy."

. . . their goal is to prove a theory that had been worked out in the abstract without the slightest regard for human factors. (Newsweek, July 31, 1978)

Capitalist exploitation can look pretty good depending on what it is compared to. Furthermore, it cannot be denied that Taylor's approach worked. By breaking work into the simplest, most repetitive and machine-like segments possible and by suing a system of tight supervision and control, early industries were able to efficiently perform complex tasks such as smelting steel with a workforce of

almost entirely unskilled labor. The workers were required to contribute only their sweat and leave their minds at home since even the simplest decisions were left up to management.

There are those who would argue that such an approach is still applicable in the Air Force and especially so for Security Police. After all, when one is dealing with the safety of nuclear weapons, it is vital to make the security system as efficient and reliable as possible. Encouraging creativity at the lower levels is hardly the way to make a system predictable and "fail-safe." Also, there is the tendency to regard the worker as an automaton who must be driven to produce and watched carefully to prevent error or misbehavior.

It is likely that such an approach is unfair to most SPs, and that the typical Security Policeman or woman is capable of living up to far greater expectations if given the chance. Thus, it is wise to consider some more modern theories which advocate a more humane approach.

The Hawthorne study by Mayo portrayed the worker as a social as well as an economic creature, whose behavior at work depended not only on how well he was payed; but, on the social atmosphere in which he worked. (Watson & Zumbrow, 1977) McGregor expanded the concept of the social worker to portray the manager as a social being as well and to consider management as a social relationship between the supervisor and the worker. The nature of that

relationship would depend on the managerial philosophy or style of the supervisor, characterized as either "theory X" or "theory Y."

The theory X manager had a style close to the old-time model. He viewed workers as disliking their work, lazy and needing close control. The theory Y manager, of whom McGregor approved, was more apt to see his people as eager to do a good job if given the chance. (McGregor, 1960)

According to McGregor's theory, the managerial style of any supervisor could be measured and placed somewhere along a one-dimensional scale depending on the degree to which the manager was task oriented versus people oriented. Such a scale is shown in Figure 1.

According to such a scale, managers who were oriented entirely toward people or tasks would be at either end of the scale, while those who had a mixed orientation would fall somewhere in the middle.

A weakness of McGregor's approach is it portrays a manager's attitude as a one-dimensional choice. It implies that to whatever degree a manager is oriented toward people that he must orient himself away from task performance to the same degree. The theory X and theory Y philosophies seem to be substitutes for each other. The manager is seen as having to choose either people or efficiency; but, unable to choose both.

A two-dimensional view of management style is illustrated by the "managerial grid." The concept of the

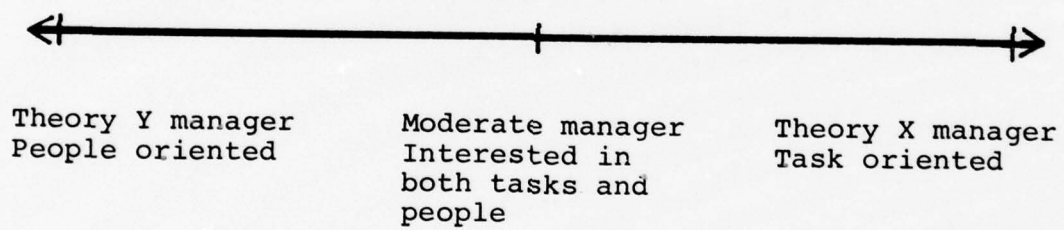


Fig. 1. Theory X/Theory Y Scale  
of Managerial Style



managerial grid was first developed during research at Ohio State University and has been popularized by Robert R. Blake and Jane S. Mouton. (Hersey & Blanchard, 1969)

Rather than viewing task orientation and people orientation as conflicting values competing in zero-sum fashion for the manager's allegiance, Blake & Mouton thought of these values as complementary. Thus, it was possible for a manager to be oriented in either or both directions at the same time. The managerial grid is illustrated in Figure 2.

The grid has two nine-point scales. The horizontal scale shows the degree to which a manager is motivated toward task accomplishment. The vertical scale shows the manager's motivation to get along with his employees.

The grid identifies five basic management styles:

1. Impoverished (1,1): Exerts minimum effort for either task accomplishment or for getting along with people.
2. Task (9,1): Works hard to accomplish tasks; but, shows little consideration for people. Tends to be highly structured and demanding.
3. Country Club (1,9): Opposite of the (9,1) manager. Shows much consideration for people; but, little concern for mission accomplishment.
4. Team (9,9): Shows high concern for both people and tasks.

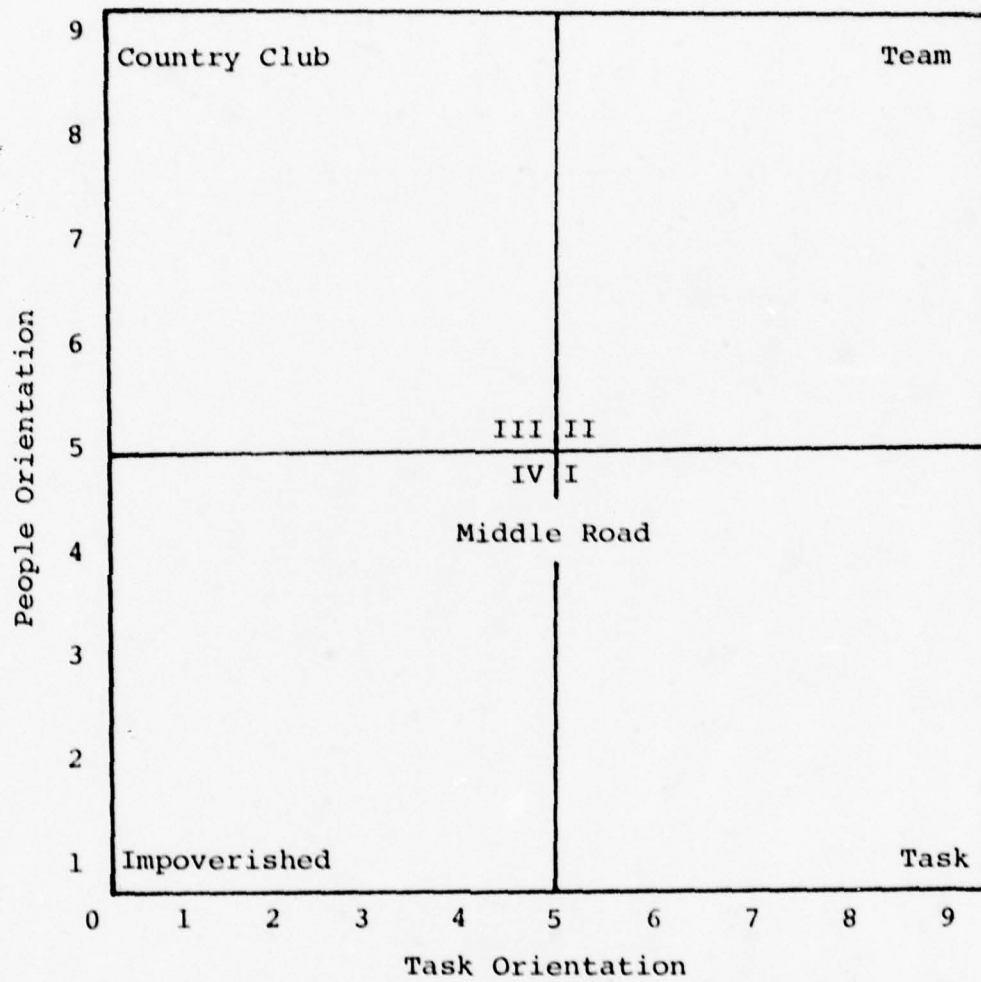


Fig. 2. Managerial Grid

5. Middle of the Road (5,5): Shows equal concern for people and tasks; but, is not concerned for either as the team manager.

Managers can have styles anywhere within the grid. Note that managers who would have fallen in the middle of the McGregor model can fall anywhere along the center diagonal of the two-dimensional grid. This makes it possible to differentiate between those managers who are "moderate" because they care strongly about both people and tasks from those whose moderation stems from not really caring about either. Thus, a 9,1 or 1,9 manager might be more effective in some situations than a 5,5 manager, depending on what style of management was appropriate for the situation and workers with which he was faced.

#### The Self-actualized Worker

Taylor thought of workers as being motivated by the prospect of earning higher wages. Mayo, McGregor and Blake/Mouton thought of workers as also being motivated by the relationships they had with their supervisors and with each other. The Khmer Rouge insists that workers achieve unspeakable joy through revolutionary pride. In each case workers are viewed as being motivated to work by the hope of some extrinsic reward. Other theories, however, state workers can be motivated by work. That is, the rewards a worker receives for working can not only be those things he gets in return for his work, but can also

include the feelings of satisfaction he may get from the work itself.

One such theory is that of Maslow's "hierarchy of needs." (Watson & Zumbrow, 1977; Maslow, 1968) Maslow thought of human needs or desires as falling into five general categories--physiological, safety and security, belonging and love, esteem and self-actualization. Maslow stated that a human being's behavior would be motivated by the desire to fill each of these needs in order, from the lowest order (physiological) to the highest order (self-actualization). Once any need was satisfied it would no longer have any motivating power and the individual would seek the next higher order of satisfaction. The highest order need, self-actualization, was considered to be potentially insatiable and might be described as a feeling of unspeakable joy derived from doing interesting and challenging things well. An example might be the sense of exhilaration felt by an athlete as he scores, a pilot performing an aerobatic maneuver or a scientist on the brink of a discovery.

From a manager's point of view, the central point seems to be that once a worker's needs in one area have been satisfied, further motivation can only be attained by offering a higher-order reward. For instance, if workers are already being paid relatively high wages and are working in pleasant surroundings, then the work itself must be made interesting and rewarding in order to increase their



motivation; more pay or a larger lunch room will have little effect. (See Figure 3.)

Empirical evidence does not, however, support a strict hierarchy of needs. For example, a study of managers in a telephone company (Hall & Nougaim, 1968) found that motivation could be more easily predicted by studying what stage of his career an employee was in than by trying to determine where he fit on a strict hierarchy of needs. It must also be remembered that some rewards, such as money, can be used to fill any need the worker desires. A worker cannot only spend his wages on food and shelter (physiological), but on life insurance (safety), club membership dues (belonging), caring for his family or sweetheart (love) or to finance a favorite sport or hobby (self-actualization). Thus, while enriching a worker's paycheck may not enrich his job, it can almost always enrich his life.

#### Herzberg's Two-Factor Theory

The name most often associated with the term "job enrichment" is that of Frederick Herzberg. He has advanced a "two factor" theory of worker motivation in which job satisfaction and job dissatisfaction are treated as two separate and distinct things. (Herzberg, 1968)

Herzberg's theory was the result of research in which workers were asked to describe critical incidents in their work lives which had made them feel either satisfied or dissatisfied with their jobs. Upon analyzing the

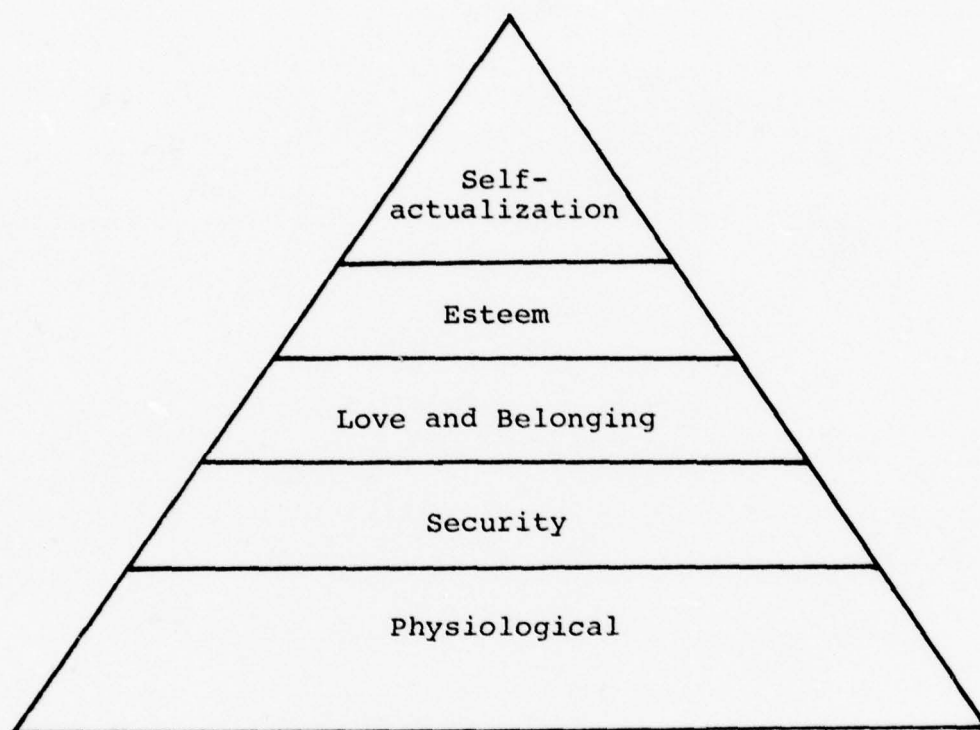


Fig. 3. Hierarchy of Needs

worker's responses, Herzberg found the responses fell into two basic categories. Those incidents in which employees felt dissatisfaction tended to be associated with factors related with the context in which they worked. These factors included such things as pay, hours, surroundings, and quality of supervision. Incidents in which employees reported feelings of happiness or satisfaction depended upon factors intrinsic to the job itself--the content rather than the context of the job.

From this information, Herzberg formulated a theory of "hygiene" and "motivation." He identified hygiene factors as those things extrinsic to a worker's job and declared that while the lack of these things could produce active dissatisfaction and unrest among employees, their presence would not produce satisfaction or enthusiasm, but could lead at best to a sort of quiet apathy. For instance, high pay and good supervisors can prevent strikes but will not produce enthusiasm or loyalty.

Once hygiene factors were provided, something more would be needed to create genuine satisfaction among the work force. Factors which tended to do this were labeled as "motivation factors." Herzberg identified six motivational categories which related to satisfaction, self-fulfillment and growth. These were:

1. Achievement
2. Recognition
3. The work itself

4. Responsibility
5. Advancement
6. Growth

Based on the above, Herzberg went on to list six principles which could be used to enrich the job of a worker:

1. Remove some controls while retaining or increasing the worker's accountability for the results of his work.

2. Give the psychological "ownership" of his job by assigning "molar" rather than "molecular" units of work. For instance, a worker might be assigned to assemble an entire component of a product rather than attach a single part.

3. Increase the freedom and authority of the worker to make his own decisions about how to perform his work.

4. Make periodic performance reports directly available to the worker rather than his supervisor so as to provide the worker with direct feedback.

5. Introduce new and more difficult tasks.

6. Assign individuals to specific and specialized tasks so they can become experts.

Herzberg's two-factor theory has enjoyed a wave of popularity in recent years along with programs of job enrichment which have resulted from it. However, some doubt has been cast on the validity of the two-factor theory by research using other than the critical incident methodology.



For example, in 1969, Kaplan, Bolaria and Tausky examined thirty-nine studies of which twenty-one, or 51 percent, supported the two-factor theory. Of these, all but three used critical incident questionnaires scored by the experimenter rather than the respondent and the remaining fifteen studies rejected the two-factor hypothesis. (Watson & Zumbrow, 1977)

It suggested that subjective recall by respondents could play an important role in critical incident reports. (Watson & Zumbrow, 1977) He considered it likely that, while a person is apt to associate happiness or satisfaction with his own actions on the job, he or she will be more comfortable attributing unhappiness to the actions of others or to job factors beyond their own control such as supervision or schedules. So, while critical incident responses might serve to illustrate the workings of human defense mechanisms, they do not necessarily mandate a strict two-factor model of job satisfaction.

#### Expectancy Theory

Theorists such as Victor E. Vroom (1964) and Edward E. Lawler (1969) have proposed a mathematical model of human behavior based on the "expectancies" associated with a person's efforts to perform, to receive rewards for successful performance and upon the value or "valence" associated with various rewards. (Watson & Zumbrow, 1977)

Expectancy theory is often expressed as an equation having the following terms:

E = effort expended to achieve performance.

P = performance of a given task.

O = outcome or reward for performance.

V = valence or value of a given reward or outcome.

These terms are then used to form probability variables or "expectancies" such as:

(E→P) = the probability that effort will lead to successful performance.

(E→O) = the probability that performance will result in the expected reward or outcome.

Total expectancy is then expressed as:

$$\Sigma(E \rightarrow P) \times \Sigma(P \rightarrow O) \quad (\text{Lawler, 1973})$$

which means that the expectancy of a certain behavior is equal to the probability of effort resulting in performance times the probability of performance resulting in reward times the value of the reward.

Thus, a person's motivation to work is dependent on his perception of how well he thinks he (or she) can perform and on how well he expects to be rewarded for doing a good job. Note that the reward can be external to the job, such as monetary reward or intrinsic to the work itself, such as the fun of whitewashing a fence. Note also that expectancies will vary from one individual to another according to his or her values and perceptions. The values and perceptions of a worker may be quite different from those of a co-worker, supervisor or customer. Such

differences in perception and values can be considered to form the basis of all cooperative economic behavior among human beings. (Alchain & Allen, 1969)

Job enrichment tends to focus on motivating employees by increasing the expectancies associated with intrinsic rewards; that is, it is a way of making work more fun.

#### The Hackman-Oldham Model of Job Enrichment

Probably the most sophisticated model of job enrichment in current use is that of Hackman and Oldham (1974). Their theory states that a worker's motivation due to job enrichment is due to five "core job dimensions" which promote three "critical psychological states" within the worker. These psychological states result in "personal and work outcomes" which can be measured and observed on the job. The core job dimensions are:

1. Skill variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback

The critical psychological states are:

1. Experienced meaningfulness of the work. This results from the sum of skill variety, task identity and task significance.
2. Experienced responsibility for work outcome resulting from autonomy.

3. Knowledge of actual results of work activities resulting from feedback.

The psychological states produce the work outcomes, which are:

1. High internal work motivation
2. High job satisfaction
3. High productivity
4. High quality work
5. Low absenteeism and turnover

A flow chart representation of the Hackman-Oldham model is presented in Figure 4.

Individual Growth Need Strength, shown at the bottom of Figure 4, is an "individual difference variable" which accounts for variations in the value different people place on individual growth. It recognizes that some people are more likely than others to enjoy working at an enriched job. It can be compared to the concept of "valence" from expectancy theory as applied to the value of individual growth for each person.

This model, like the expectancy model, can be expressed mathematically. To do so, it is necessary to first measure a worker's perception of the core job dimensions as they apply to his job. This is done through a "job diagnostic survey," a questionnaire which asks the worker to rate his job according to the core job dimensions. The scores for the core job dimensions are then combined



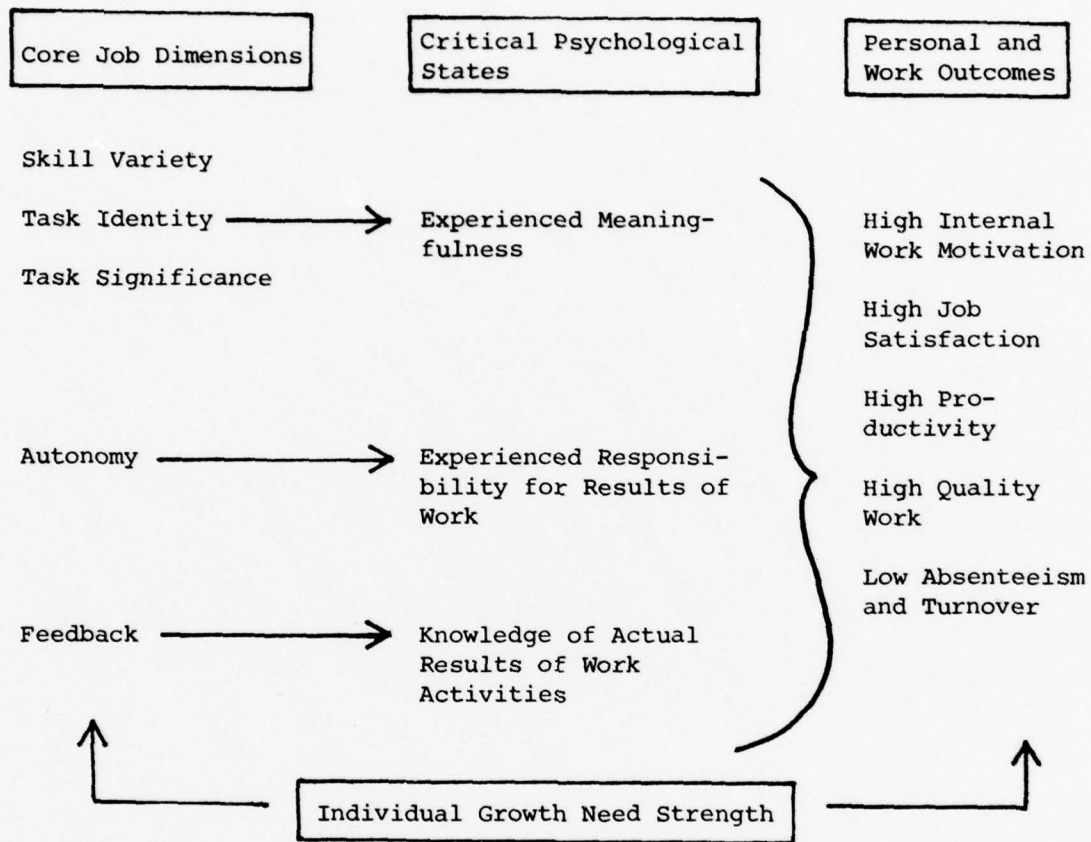


Fig. 4. Hackman-Oldham Model of Job Enrichment  
(Hackman & Oldham, 1974)

into the "Motivating Potential Score" (MPS) using the following formula:

$$\text{MPS} = \left( \frac{\text{skill var.} + \text{task ident.} + \text{task sig.}}{3} \right) \times \text{autonomy} \times \text{feedback}$$

Note that the first three core job dimensions are combined additively and then divided by three to produce a single quantity. This is because they combine to produce the psychological state of experienced work meaningfulness. Even if one of them is missing, the other two can make up for its absence. Autonomy and feedback, however, are essential in their own rights and are thus included multiplicatively so if either of them is absent, the motivating potential of the job drops to zero. The use of growth need strength as a moderating variable (see Figure 4) means that according to the model, a job with high motivating potential (that is, an enriched job) will cause higher personal and work outcomes for people with high growth need strength than for those whose GNS is low. Therefore, the model predicts that a worker's motivation to work depends on the motivation potential of the work itself and on how highly the individual values personal growth.

#### Job Enrichment As an Element of Worker Motivation

Depending on one's philosophy of management, it is possible to accept one of three models of the typical worker:

1. The rational/economic worker, motivated primarily by wages, seeking to earn as much as possible by doing as little as possible.

2. The social worker, motivated by his social surroundings, including his or her relationships with peers, supervisors, customers and so on.

3. The self-actualizing worker, motivated by the work itself. Such a worker seeks to do work he enjoys and takes pride in. He seeks challenge, responsibility and autonomy.

These three models lead to three approaches to managing and motivating people at work:

1. "Scientific" management, seeking to subdivide and simplify work and establish tight controls in order to enable both workers and managers to achieve maximum efficiency, reliability and profitability for themselves.

2. Social management, seeking harmonious relationships among people at work.

3. Job enrichment, which aims to make the work itself as enjoyable and motivating as the work situation and mission requirements permit.

In practice, it is likely that an effective manager will use a personal style that combines some portion of each of the models and approaches above. (See Figure 5.)

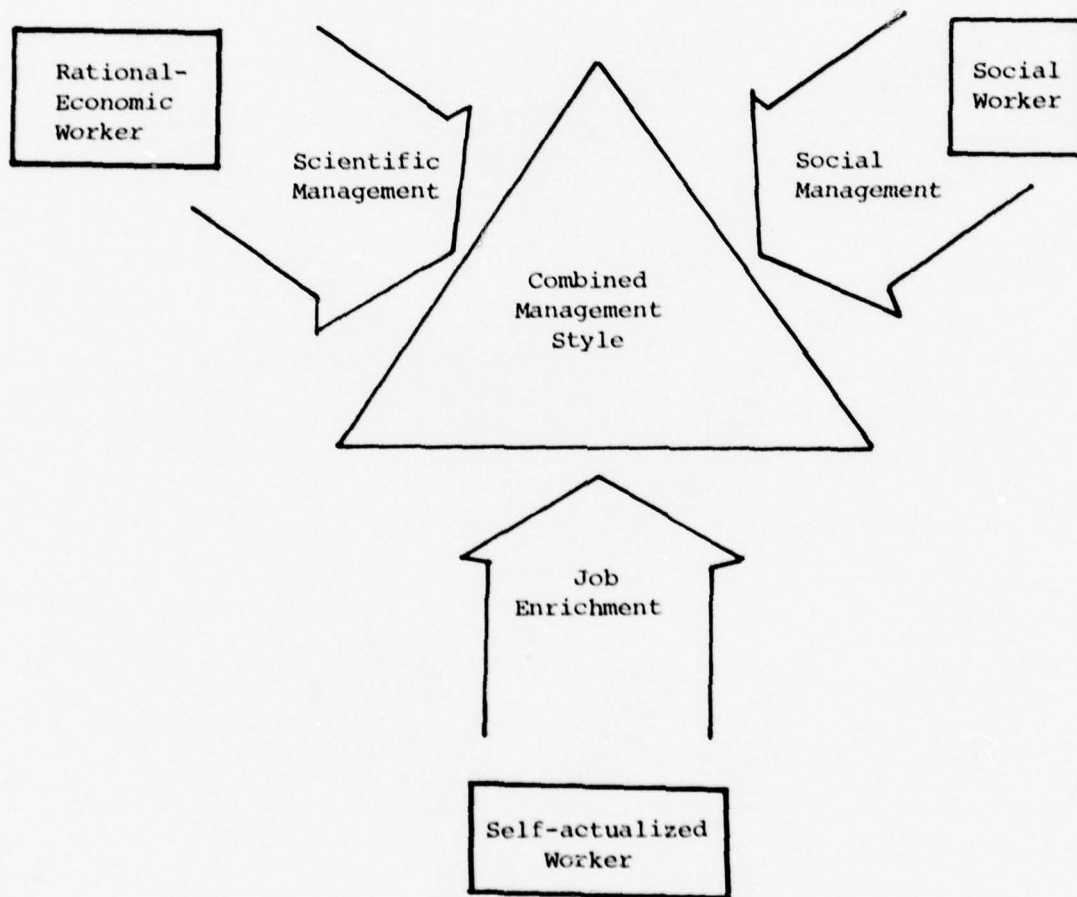


Fig. 5. The Combined Managerial Pyramid



### Job Design/Redesign

Job design is the purposeful plan of a job including both the content of the job itself and the context in which it is to be performed. (Watson & Zumbrow, 1977) The design of a job can include such things as:

1. Product or service to be produced.
2. Number of people and amounts of resources needed.
3. Time per unit of output.
4. Qualification, training and pay of workers.
5. Method of supervision.
6. Promotion opportunities.
7. Union contract and grievance procedures.
8. Fringe benefits.
9. Health and safety precautions.

The items listed above are only a partial list. A good job design encompasses nearly every consideration involved in the management process.

If job design is considered to be the initial plan for a job, to include its basic purpose and general characteristics, then job redesign can be thought of as the process of making changes and improvements to the initial design. Such changes and improvements can be incremental, such as a pay raise or schedule change or they can be so sweeping and broad as to border on being entirely new job designs in and of themselves. Examples of such sweeping changes might be the replacement of a job by automation, a change

in the type of product produced or introducing employees to an entirely new set of skills and procedures, such as training secretaries to use a new word processing center.

### Approaches to Job Redesign

One of the oldest and most basic forms of job redesign is job simplification. Tracing its roots back to the techniques of Frederick Taylor, discussed earlier, it remains one of the most commonly used forms of job redesign. It offers several advantages to managers:

1. The cost savings resulting from it are easily predicted and measured through time and motion studies, reduced need for training and shorter cycle times. (Umstot, 1978) However, this is only true for easily measured costs such as time spent on specific tasks. The cost of job dissatisfaction and labor unrest due to excessive job simplification are hard to predict, but are very real. The costs of "efficient" job redesign nearly wrecked the Bear Archery Company of Grayling, Michigan. When the owner, Fred Bear, sold his family-owned business to Victor Comptometer Corporation the conglomerate redesigned the production of bows and arrows into a "scientific" assembly line type of operation. The workers rebelled. They signed up with the United Auto Workers and walked out on a year-long strike. The whole community was disrupted by picket lines, fistfights, slashed tires and arrests. (Wall Street Journal, June 30, 1977)

2. Provides better control of unskilled or unreliable workers.

3. Makes rapid hiring and replacement of workers possible.

4. Can increase safety and security by reducing opportunities for error or misconduct by any one individual.

Job simplification has been the most thoroughly applied form of job redesign for Air Force jobs involving nuclear weapons. For example, no lone person is ever permitted access to a nuclear weapon system by himself. At least two people must be present to watch and correct each other. Sentry duty is subject to especially tight controls. Troops are checked by their supervisors every few minutes. They are not permitted radios or reading matter on post, except for the detailed Special Security Instructions which they are required to carry with them at all times. Procedures for challenging intruders, performing searches and the use of weapons are carefully spelled out. It has been called "a job designed by geniuses to be performed by idiots."

Job rotation is the periodic changing of tasks or jobs performed by a worker in order to increase his skill level as well as break monotony and improve job satisfaction. As a means of improving job satisfaction, job rotation is most effective when it provides a wide and interesting variety of tasks and allows workers to perform each different

task long enough to gain skill without become bored.

(Umstot, 1978)

Job expansion is an increase in the number and variety of tasks performed within a job. Job expansion (or job enlargement, as it is sometimes called) can be either "horizontal" or "vertical."

Horizontal job expansion is an increase in the number and variety of tasks performed with no increase in the worker's level of authority or responsibility. It can sometimes improve job satisfaction, but often results in merely increasing the amount of boring work in the job. (Watson & Zumbrow, 1977)

Job enrichment is the redesign of a job to make it more satisfying to the workers who perform it and thus improve their morale and/or productivity. It can include any of the things listed above plus others.

Herzberg proposed a step-by-step program by which job enrichment could be accomplished. Some of the basic steps were:

1. Select those jobs which management thinks should be enriched. Included might be especially dull, repetitive jobs or those where there is evidence of low job satisfaction and morale.

2. Put together a management committee to "brainstorm" ideas of how to enrich the target jobs.

3. Screen out inappropriate ideas. Herzberg considers as inappropriate those ideas which are merely



horizontal expansion of work or which affect hygiene rather than motivation factors.

4. Implement selected ideas and test them experimentally. Compare satisfaction before and after the changes among workers who have and have not had their jobs changed.

Herzberg preferred that workers not participate in deciding what changes were to be made. This was to prevent confusion between increases in satisfaction due to changes in the work itself and due to an increased voice in decision making. While this point of view may have been valid in an experimental setting, it would not be of much value in cases where the sole purpose is to increase job satisfaction.

A program like the one outlined above was implemented within the Air Force Logistics Command, where it became known as "orthodox job enrichment" due to its close adherence to Herzberg's original theory. (AFLC O.J.E. Handbook)

More recent approaches to job enrichment, such as those applying the Hackman-Oldham theory, begin with a diagnostic phase in which jobs are examined for possible ways to enrich them. This phase usually includes an administration of the Job Diagnostic Survey to determine the initial MPS of target jobs. Worker inputs as to how to improve the job are encouraged and no strict lines are drawn between hygiene and motivation factors. Rather, emphasis is placed on finding ways to increase the MPS of the job by improving each of the five core job dimensions of skill variety, task

identity, task significance, autonomy and feedback. After the agreed upon job changes have been put into effect, the survey is taken again to see if job satisfaction has improved.

Goal setting can be another approach to job design. It includes such techniques as Management by Objectives (MBO) (Drucker, 1954) and can be used either by itself or in conjunction with job enrichment. It is an especially useful approach when it is desired to raise productivity as opposed to concentrating on satisfaction. (Umstot, 1978)

The alternative approaches to job design/redesign can be represented by Venn diagrams showing each alternative as a subset within the overall set of job design or management. Lieutenant Colonel Denis Umstot has devised one such diagram as shown in Figure 6.

#### Limitations of Job Enrichment

J. Richard Hackman, one of the foremost authorities of job enrichment, has stated that the technique "fails as often as it succeeds" and that it is possible it will soon end up in the vast graveyard of dead and discarded management fads. (Hackman, 1974) He cites several common reasons why job enrichment programs have been known to fail:

1. The work itself doesn't change. Management changes a lot of peripheral factors without ever getting down to the real business of improving the way the job is done.

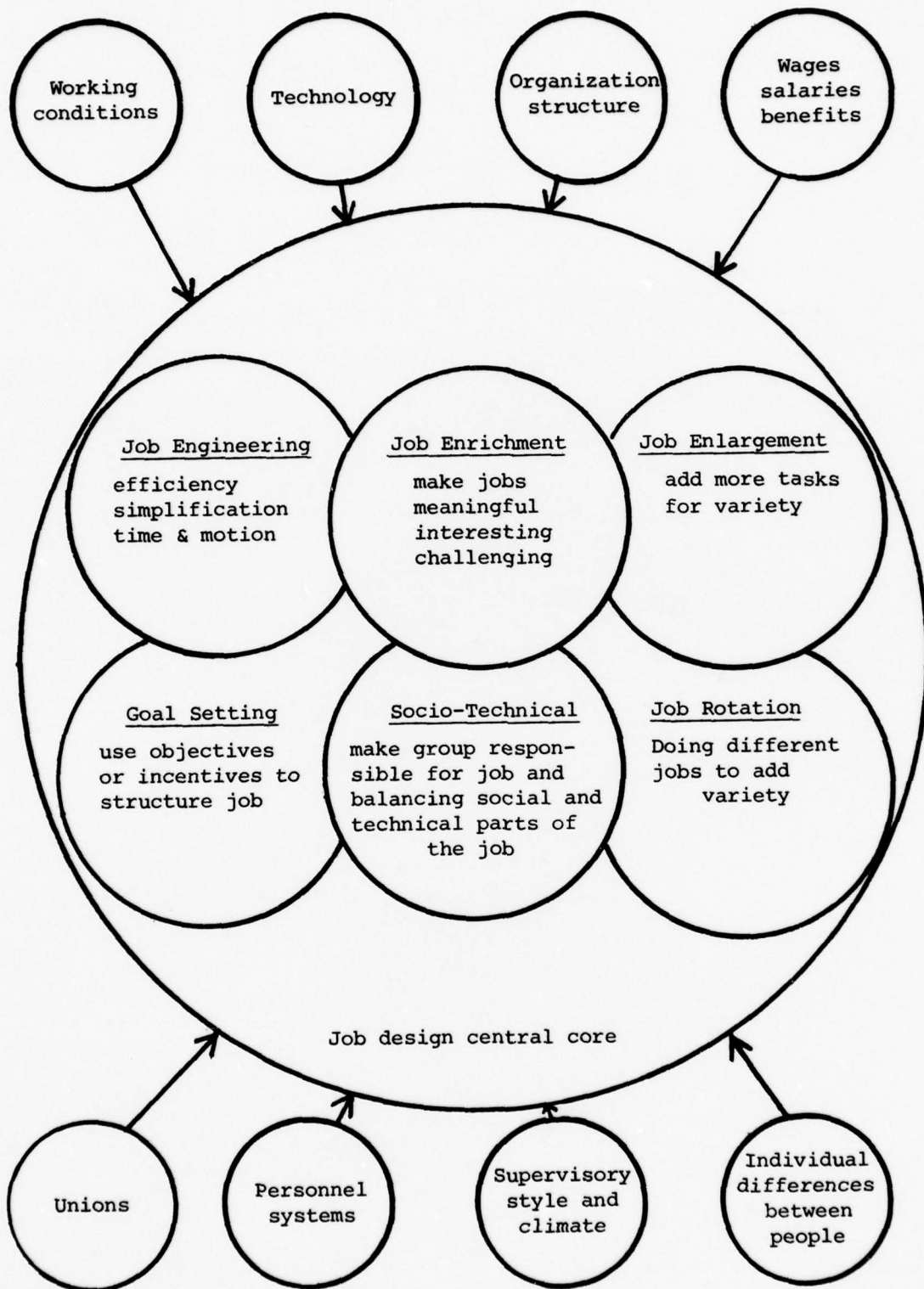


Fig. 6. The Elements of Job Design (Umstot, 1978)

2. Positive effects of change are overcome by disruption to the overall system. You can never change just one thing. When changing or redesigning a job, it is necessary to also plan for the effects the changes will have on adjacent jobs, supervisors, customers and other parts of the organization and its mission.

3. No systematic diagnosis is made prior to implementing changes. Nothing can be "fixed" until we find out what went wrong in the first place.

4. Surrounding system not prepared for change. All members of management must support and understand the program. One or two high-ranking sponsors are not enough.

5. No systematic follow-up evaluation is done after the changes are made. Whether the initial program succeeds or fails, it will be helpful to learn how to do it better next time.

6. Implementing personnel do not really understand the theory behind job enrichment. Learn, then do.

7. Project is run within constraints of old traditions and rules. Meaningful changes cannot be made unless the organization is flexible enough to permit change.

Hackman went on to give some suggestions for insuring the success of job enrichment programs:

1. Key personnel in the program must identify potential problem areas early in the program and take steps to remedy them.



2. A theoretically sound diagnosis must be made before changes are decided upon or implemented.

3. Changes should be publicly planned on the basis of the diagnosis. Everyone must know what is to be done and why.

4. Contingency plans should be made for dealing with the inevitable foul-ups and problem areas.

5. Evaluate, change and re-evaluate the program throughout its entire lifespan.

Hackman is convinced that job enrichment is a viable technique that can and will succeed if it is planned and carried out in a knowledgeable and careful manner.

Job enrichment is not a cure-all for organizational problems. It is a useful technique for improving job satisfaction and reducing unrest and dissatisfaction within the work unit.

Can job enrichment be applied to the security police career field? To answer this question it is necessary to examine the nature of the work and the satisfaction of the workers who perform it. Several studies have done just that, and the results of those studies are presented in the next chapter.

## CHAPTER IV

### STUDIES OF SECURITY POLICE JOB SATISFACTION AND PERFORMANCE

Within this decade, several studies have been done to measure various aspects of job satisfaction and performance among security police. One such study was performed by Tartell and DiTullio in September of 1974 for the USAF Occupational Measurement Center at Lackland AFB. (Tartell and DiTullio, 1974) The study showed a low level of job satisfaction among security specialists compared with law enforcement specialists, but did not recommend consolidation of the career fields. The study was a follow-up of a previous study in 1968 which had helped lead to the original separation of the law enforcement and security specialties. According to the authors:

The data reflect low job interest, low perceived utilization of talents and training and a consistent choice as least preferred. It would appear that consolidation of the multi-ladder career field into a single ladder would serve to compound rather than alleviate this situation. . . .

Results detail the job groupings within the career field based on tasks performed and percent time spent on those tasks . . . the distinct separations among security, law enforcement and corrections specialties can be seen. These differences show the present structure of the career field is consistent with the actual jobs being performed in the field and should be retained.

Task performance is such that overlap between security and law enforcement is minimal.

The study also indicated that for security and law enforcement personnel alike, shift work was the least characteristic of the job, while dealing with people was the most liked characteristic.

It should be noted that the recommendation to keep the security and law enforcement specialties separated is based primarily on the lack of overlap between the tasks performed in the two specialties. While the authors asserted that consolidation of the specialties would "compound" the lower job satisfaction among security troops, they did not clearly state any reason for that conclusion. It would appear that they were looking at the design of the security police job from a job simplification viewpoint, seeking the maximum specialization and simplification of work possible. Had they examined the situation from the standpoint of job enlargement or job enrichment they might have recommended that the two specialties be combined.

However, there is no guarantee that consolidation of the two specialties would improve satisfaction among the security troops. Such a consolidation could easily be done on paper, but the fact would remain that most Air Force police work would consist of security duty. The best that could be achieved by consolidating the specialties would be to enable local commanders to rotate personnel between security and law enforcement duties. Such job rotation might improve the morale of the security troops, but would have no effect on the nature of security work itself. It would

complicate personnel administration within SP units and would increase the amount of job knowledge required of security police who were being tested for promotions or other reasons. Such a testing problem already exists to some degree. For example, security specialists who perform missile security duty have little day-to-day exposure to aircraft security procedures, even though such procedures fall under the broader heading of security duty.

As mentioned earlier, an increase in task variety and wider job knowledge should increase job satisfaction, but this is only true if the extra knowledge is used regularly. It serves no purpose to have challenging job knowledge tests if the job itself remains limited to a few boring tasks.

#### Alertness, Fatigue and Morale

Between September, 1967 and July, 1971, studies performed by the School of Aerospace Medicine at Brooks AFB, Texas, examined not only job satisfaction, but the effect of security duty upon the performance of sentries in terms of alertness and subjective reports of fatigue. (Sanford & Steinkerchner, 1971) These studies were conducted among security police stationed in Southeast Asia as well as in the United States.

The studies showed a very low level of job satisfaction among security troops. Less than 25 percent of the airmen surveyed rated their job satisfaction in the top



half of the scale. Less than 20 percent of the troops stationed in the United States and 10 percent of the troops in SEA stated an intention to re-enlist, with over half giving a "positively no" response to questions regarding career intent. Of those who indicated they had decided whether or not to re-enlist, 98 percent had decided to leave the Air Force. Many troops stated that assignment to the SP career field had been the single worst event in their careers.

In the course of the research, airmen were asked for suggestions on how to improve their jobs. The most frequent suggestion was to improve the quality and attitudes of their supervisors. Many airmen perceived their supervisors as demanding and uninterested in the well-being of their people. The second most common idea was to revise the schedule of shift work and reduce the number of hours worked.

Sanford and Steinkerchner examined the work load of the security police in their study and found the SPs did indeed put in longer hours than airmen in other career fields. They found the average security cop was working between 250 and 270 hours each month. Meanwhile, the maintenance for C-5 and C-141 aircraft were working about 230 hours a month. Maintenance crews in Strategic Air Command were working 209 hours a month and helicopter maintenance crews were putting in 235 hours. Practically everybody in the Air Force was working longer than a typical American

civilian worker, who was putting in about 170 hours monthly. Overall, it was found that security police had about a 15 percent higher work load than Air Force aircrews or maintenance personnel.

The researchers further stated that the rotation of shifts, which required people to work a few days on day shift followed by a few days on swing and midnight shifts tended to hurt morale and performance by disrupting the normal cycle of sleeping and waking. This writer's own experience as a shift worker confirms that rotating shifts are tiring, disorienting and generally miserable.

The study indicated the most disliked single aspect of security work was the boredom and loneliness of sentry duty. Another complaint was that SPs saw themselves as being treated with disrespect by airmen from other career fields. They were regarded as dummies who were assigned "simple" sentry duty because they were unable to learn technical jobs such as aircraft maintenance. Since security work often requires guards to exercise authority and give orders to persons of equal or higher rank, a lack of respect from those other people can be a severe handicap.

Sanford and Steinkerchner's study also attempted to measure changes in the levels of fatigue and alertness of sentries during the course of their eight-hour shifts. Fatigue was measured by simply asking sentries to subjectively rate how much fatigue they felt at various points during their shifts. As might be expected, airmen in both

the U.S. and SEA rated their feelings of fatigue higher toward the ends of their shifts than at the beginning.

A more complex means was devised to measure alertness. An array of three or six automobile headlights was positioned about fifty feet from a sentry's post. The lights were arranged in a circle or triangle and each light was numbered. Arrays of three lights were used in Asia and six light arrays were used in the United States. At random intervals during both day and night shifts, one of the lights would come on and the sentry would be expected to call out the number of that light. The response time between when the light came on and when the sentry reported it was clocked. The response time was used as a measure of how alert the sentry was at that time. An important difference between the tests in the U.S. and in Asia was that in the U.S. a buzzer was sounded at the same time the lights came on and that two sentries were posted together, while sentries were posted alone in Asia and no buzzer was used.

Test results showed that sentries in Southeast Asia experienced a loss of alertness during their shifts, but that sentries in the United States did not. While the different results may have been attributable to the increased stress of working in a combat zone, it is more likely that the test methods used in the two different situations was the real cause.

In fact, it is doubtful whether this kind of a test really measures alertness at all. A man's response time

to an obvious stimulus such as an auto headlight and a buzzer may tell us something about his reflexes or reaction time, but it says nothing about his ability to spot a stealthy intruder sneaking up on his post in the dark.

To make matters worse, the researchers chose to ignore a very important indicator of a sentry's responsiveness: whether he responded at all. According to Sanford and Steinkerchner, "It should be noted that because several sentries failed to react to the onset of light after sixty seconds, they were judged nonresponsive and these data were omitted." If a sentry does not react at all to having a headlight shined in his eyes from fifty feet away then he has very likely fallen asleep on post or been killed by the enemy. Either of these conditions would indicate a loss of alertness.

The research concluded with a series of recommended improvements in security police working conditions:

1. Reduce working hours. Post four shifts each day instead of three. Assuming that a sentry's workday consists of his time on post plus two hours of "post associated time" such as guardmount and weapons clearing, this would result in each sentry working an eight-hour day instead of a ten-hour day such as the one illustrated in Chapter I.

2. Improve lighting conditions in restricted areas so that the sentries could see as much of their surrounding area as possible without being seen by outsiders. It



should be noted that security lighting arrangement is a subject of controversy even among experts. There are a number of tradeoffs to be considered in designing a lighting system. For instance, the more brightly lighted an area is, the most easily an intruder may be spotted, but the area then becomes an easy target for standoff attacks such as sniping and mortar fire.

3. Security policemen should be given greater recognition from outside their career field.

4. SP supervisors should adopt a more encouraging and people-oriented approach to dealing with their troops. They should also give more recognition to troops who do a good job. Remember, this study was done between 1967 and 1971--a time when the so-called "generation gap" was at a peak in American society. In any case, the quality of supervision is always important to a worker's level of satisfaction.

5. Grievance channels should be improved. Since the troops had reported poor supervision as one of their biggest problems, they would scarcely be expected to have confidence in the chain of command as a channel for resolving problems.

6. Working and living conditions should be improved and more recreational opportunities should be provided. The airmen studied in Southeast Asia had been assigned to what may have been the worst living quarters on base. Their barracks had no air conditioning and was located next to

a busy flight line. As a result, night shift guards found it very difficult to sleep during the daytime.

7. Post two persons on each post requiring a foot sentry instead of one. Not only would this reduce the boredom and loneliness reported as a major job irritant, but it would improve alertness if the results of the alertness test are to be believed.

8. Rotate sentries from one post to another frequently. Rotation should not be just from one foot post to another, but should rotate people from foot posts to vehicle patrols and other more interesting posts.

9. Provide coffee and snacks to troops during the course of their shifts. Such goodies could be brought to posts by supervisors in the course of their post checks. They might also be provided by commercial vendors, if such vendors could be cleared into restricted areas; or the troops themselves could devise a means of distribution. In any case, such snack and coffee breaks could alleviate boredom, reduce fatigue and provide for more socializing on the job. Coffee breaks are already a hallowed institution in many other civilian and military jobs.

Since the Sanford and Steinkerchner study was done, some of the above suggestions have been implemented to one degree or another. During the reign of Lieutenant General Thomas Sadler as Air Force Chief of Security Police, much was done to improve the image of security policemen. Recruitment and training standards were raised and favorable

publicity was obtained. New uniform items were introduced. The blue beret was adopted. It replaced the old white hats (which had only been worn by law enforcement personnel) and gave SPs a new symbol which made all of them easily recognizable as Air Force cops no matter what their specialty. It also lended an air of eliteness to the career field since berets are associated with other specialized combat units.<sup>1</sup>

A new qualification badge became available for those who had completed all required training and served in the career field successfully for two or more years. The new badge is similar to those worn by personnel with other Air Force ratings such as aircrews or missilemen.

Efforts have been made to improve supervision and many of those tho were airmen when the study was done have had time to become supervisors by now. Hopefully they learned from the mistakes of their predecessors.

Lighting and other physical measures have been improved at many bases and living quarters have been renovated.

Coffee and snacks are now provided by some local commanders and supervisors. At Minot AFB the SP group commander, a colonel, used to telephone or visit the shift supervisor on duty at three or four in the morning during blizzards to insure the "coffee patrol" was on the move.

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<sup>1</sup>Not all SPs like the new headgear, however. Many troops have told the writer that the beret is hot in summer, cold in winter and silly looking.

If it was not, the shift leader would be encouraged to remedy the problem.

None of the above changes were a direct result of the study. They were mostly the result of individual commanders and supervisors trying to take better care of their people.

Other measures like reduced hours and double manning of posts are very costly to implement in a field that is extremely labor-intensive to begin with. It required more than five personnel to cover a single twenty-four hour post, assuming three shifts per day and a reasonable amount of time off.

#### The Air Force Quality of Life Survey

In March of 1975 the Air Force Chief of Staff decided to make a close study of organization and management within the Air Force. The purpose of this study was

. . . to make a good service better: by examining the organization of the Air Force as they relate to or impact on the human resource; and by developing initiatives which enhance both the quality of leadership in the Air Force and the well-being of Air Force people. (Thompson, 1975)

To accomplish the above objectives a temporary study group was set up called the Air Force Management Improvement Group (AFMIG). As might be expected, one of the first things AFMIG did was to conduct a survey of Air Force personnel. One of the things which the survey sought to measure was job satisfaction of Air Force people.



The survey was conducted in June of 1975. In October of the same year Captain Thomas M. Thompson, a student at the Air Force Institute of Technology, obtained the survey results. Thompson conducted a detailed analysis of the survey data using the Automatic Interaction Detection (AID) algorithm. The AID algorithm is ". . . a computerized sequential analysis of variance technique which attempts to isolate homogenous groups within a larger population." (Thompson, 1975) Thompson processed the data by computer in order to find groups of people within the Air Force who seemed to have common levels of job satisfaction.

In this way, Thompson was able to find out whether job satisfaction among Air Force people varied according to their rank, their age, their career field, time in service and so on. He could also find out which groups had higher satisfaction than others. Thompson was particularly interested in finding out whether job satisfaction varied according to what kind of work people did. He, therefore, had the computer measure job satisfaction according to the first two digits of the Air Force Specialty Codes of the 10,996 people who responded to the survey.

Among enlisted personnel job satisfaction scores were computed for each of forty-nine specialties including the security police (81XX) career field. Thompson did not, however, treat security and law enforcement specialists separately. Job satisfaction scores were scaled from a score of 4 for very low satisfaction to a score of 28 for

very high satisfaction. Another score was computed for perceived job challenge with a score of 1 for low job challenge and a score of 5 for high challenge.

Of the forty-nine specialties examined all but one (fuels) had higher job satisfaction scores than did the security police. (See Table 1.) Satisfaction scores had ranged from a high of 21.82 to a low of 15.96. The average score for enlisted personnel was 17.48 and security police had scored 16.17.

Thompson did not say whether the SP score fell significantly far below the average score. Note, however, that of the fourteen career fields with below average scores, twelve still scored above the security police.

The scores for job challenge were almost as dismal. All but three specialties reported higher job challenge than did the SPs. (These were printing, parachute rigging and supply services.) High scores for job challenge was 4.35, low as 2.09 and the SPs scored 2.77. Scores for security specialists might have been even lower if they had been examined separately from law enforcement specialists.

A strange paradox appeared when the scores of enlisted security police were compared with the scores of security police officers. While enlisted cops rated their jobs low, the officers reported higher than average satisfaction and job challenge. Among fifty-three officer job specialties, security police officers came in tenth on

TABLE I  
JOB SATISFACTION AND JOB CHALLENGE BY AIR FORCE  
SPECIALTY CODE--ENLISTED

AFSC	Number	General Description	Job Sat	Job Chal
99XX	51	Special Duty/Airman Basic	21.82	4.35
10XX	70	First Sergeant	20.76	4.31
91XX	73	Medical Specialist	20.25	3.48
11XX	25	Flight Crew Member	20.16	3.52
87XX	20	Band	20.15	3.70
74XX	28	Special Services	20.07	3.82
75XX	57	Education and Training	19.84	3.61
98XX	50	Dental Specialist	19.82	3.44
34XX	48	Simulator	19.71	3.67
27XX	239	Air Traffic Controller	19.63	3.58
67XX	91	Accounting and Finance	19.01	3.55
73XX	308	Personnel	18.98	3.54
79XX	20	Information	18.95	3.45
57XX	66	Fireman	18.88	3.32
53XX	82	Metal Worker	18.88	3.30
36XX	79	Communications Maintenance	18.86	3.32
25XX	55	Weather	18.85	3.60
90XX	251	Various Medical Specialists	18.76	3.31
22XX	14	Photomapping	18.57	2.79
43XX	958	Aircraft Maintenance	18.40	3.39
23XX	68	Audio-Visual	18.13	2.94
55XX	174	Structures and Pavements	18.11	3.27

TABLE I--Continued

AFSC	Number	General Description	Job Sat	Job Chal
32XX	450	Avionics Maintenance	17.88	3.40
31XX	121	Missile Electronic Maintenance	17.83	3.11
51XX	117	Computer Specialist	17.80	3.12
56XX	25	Sanitation	17.80	2.92
29XX	166	Communications Operations	17.76	3.03
65XX	20	Procurement	17.70	3.40
-	-	Job Satisfaction Average for Officers and Enlisted	17.69	-
47XX	82	Vehicle Maintenance	17.59	3.27
40XX	24	Intricate Equipment Maintenance	17.58	3.17
30XX	350	Communications Electronics Maintenance	17.58	3.30
54XX	110	Mechanical/Electrical Maintenance	17.54	3.05
64XX	418	Supply	17.51	3.06
42XX	283	Aircraft Accessories Maintenance	17.51	3.21
-	-	Job Satisfaction Average for Enlisted	17.48	-
44XX	49	Missile Maintenance	17.39	3.14
60XX	238	Transportation	17.32	2.92
92XX	38	Life Support/Survival Specialist	17.29	2.97
69XX	14	Management Analysis	17.29	2.86
70XX	449	Administration	17.12	2.87
71XX	18	Printing	16.89	2.67
20XX	89	Intelligence	16.88	3.07
58XX	24	Parachute Rigger	16.58	2.67
62XX	58	Food Services	16.46	2.79



TABLE I--Continued

AFSC	Number	General Description	Job Sat	Job Chal
46XX	237	Munitions and Weapons Maintenance	16.42	2.97
24XX	22	Safety	16.41	3.41
61XX	23	Supply Services	16.39	2.09
81XX	301	Security Police	16.17	2.77
63XX	75	Fuels	15.96	2.76

## Notes:

1. Not all AFSCs are represented.
2. Job Sat and Job Challenge scores are unweighted averages for each AFSC.
3. The Job Challenge score ranges from a low of one to a high of five.
4. Source: Thompson, 1975.

job satisfaction and tied for seventh place on perceived job challenge. Their job satisfaction score was 19.78, compared to a high of 23.19 (chaplains), a low of 15.90 (pathologist, radiologist, psychiatrist) and an average of 18.71 for officers. The average job satisfaction score for both officers and enlisted was 17.69. Security police officers rated their job challenge at 4.00 compared to a high of 4.30 (international affairs officers) and a low of 2.95 (weapons directors). Overall results can be seen in Table II. The truncated bar graph in Figure 7 shows that the disparity between officer and enlisted job satisfaction is greater for SPs than for any of the other specialties shown.

How can we explain the large difference in satisfaction among SP officers and airmen? Listed below are some possible explanations.

1. Enlisted SPs have to stand out in all sorts of weather pulling foot sentry duty. Officers do not.
2. Officers can work in both security and law enforcement, sometimes performing both functions in a single work day. Enlisted people are locked into one specialty or the other. Thus, officers have a wider variety of tasks to perform.
3. The work of an SP officer is inherently different from that of his or her troops. Officers are more concerned with being managers than with being security guards. They plan, organize, direct and control the security of

TABLE II

JOB SATISFACTION AND JOB CHALLENGE BY AIR FORCE  
SPECIALTY CODE--OFFICERS

AFSC	Number	General Description	Job Sat	Job Chal
89XX	43	Chaplain	23.19	4.21
99XX	11	Veterinarian	21.36	4.00
98XX	50	Dentist	21.20	4.02
16XX	18	Air Traffic Controller	21.00	4.28
11XX	133	Fighter Pilot/Forward Air Controller	20.69	4.12
00XX	302	Commander/Director	20.61	4.17
02XX	10	International Affairs Officer	20.60	4.30
94XX	12	Surgeon/Ob-Gyn Specialist/Other Medical Specialists	20.33	3.42
13XX	156	Instructor Pilot	19.84	3.81
81XX	23	Security Police	19.78	4.00
97XX	119	Nurse	19.75	3.66
27XX	24	Research and Development Manager	19.71	3.88
79XX	34	Information Officer	19.68	3.82
90XX	42	Health Services Manager	19.64	3.95
92XX	19	Medical Specialist, Non-MD	19.58	3.32
91XX	27	Biomedical Specialist	19.48	3.74
10XX	196	Pilot-Helicopter/Rescue/Transport	19.48	3.61
12XX	56	Bomber Pilot	19.39	3.59
62XX	16	Supply Services	19.13	4.00
65XX	48	Procurement Manager	19.13	3.67
75XX	63	Weather Officer	19.10	3.59

TABLE II--Continued

AFSC	Number	General Description	Job Sat	Job Chal
31XX	31	Missile Maintenance	18.74	3.68
73XX	134	Personnel	18.72	3.78
-	-	Job Satisfaction Average for Officers	18.71	-
40XX	137	Aircraft/Avionics Maintenance	18.59	3.69
64XX	64	Supply Management	18.56	3.64
66XX	31	Logistics Plans and Programs	18.53	3.77
88XX	55	Legal Officer	18.51	3.40
26XX	45	Scientist	18.49	3.58
51XX	104	Computer Specialist	18.48	3.48
75XX	32	Education and Training Officer	18.47	3.53
01XX	13	Student	18.46	3.77
15XX	210	Navigator-Observer	18.32	3.43
14XX	231	Air Operations Officer--Pilot	18.29	3.48
20XX	20	Space Systems Officer	18.25	3.40
30XX	148	Communications-Electronics	18.22	3.47
28XX	162	Development Engineer	18.19	3.40
22XX	154	Air Operations Officer-Navigator	18.14	3.42
60XX	38	Transportation Officer	17.95	3.59
67XX	42	Accounting and Finance Officer	17.93	3.64
09XX	27	Special Duty (Attache, AOC, etc.)	17.85	3.56
46XX	32	Munitions	17.81	3.34
80XX	96	Intelligence	17.78	3.38
23XX	12	Audio-Visual Officer	17.75	4.00



TABLE II--Continued

AFSC	Number	General Description	Job Sat	Job Chal
-	-	Job Satisfaction Average for Officers and Enlisted	17.69	-
29XX	40	System Program Manager	17.68	3.55
55XX	86	Civil Engineer	17.58	3.38
93XX	45	Physician/Internists	17.31	3.47
17XX	38	Weapons Director	17.24	2.95
74XX	30	Manpower Management Officer	17.23	3.33
70XX	127	Administration	17.12	3.21
18XX	146	Missile Operations	16.99	3.15
95XX	10	Pathologist/Radiologist/Psychiatrist	15.90	3.00

## Notes:

1. Not all AFSCs are represented.
2. Job Sat and Job Challenge scores are unweighted averages for each AFSC.
3. The Job Challenge score ranges from a low of one to a high of five.
4. Source: Thompson, 1975.

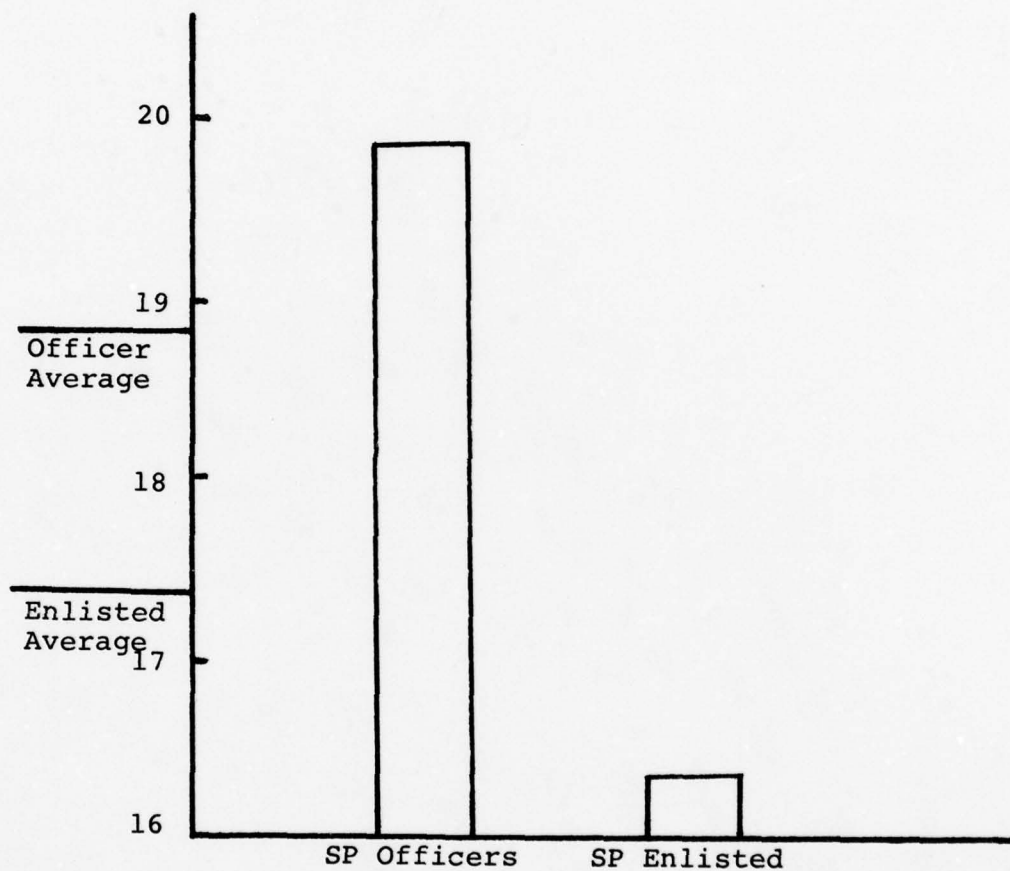


Fig. 7. Security Police Job Satisfaction Scores

their bases rather than actually providing that security themselves. The enlisted job, on the other hand, consists largely of hanging around waiting for trouble.

It is also possible security police officers find their jobs satisfying and challenging precisely because their enlisted people are so bored and dissatisfied. Thompson's study found that job challenge was extremely important in explaining job satisfaction. An important part of any officer's job is to lead and motivate his troops and to help them with their problems. The more miserable and dissatisfied his people are, the more difficult his job becomes. A "gung ho" officer is apt to perceive such difficulties as challenges. If high job challenge leads to high job satisfaction then such an officer is likely to end up working extremely hard but enjoying it.

Unfortunately, challenging work can also produce a great deal of stress, especially for young officers who are trying to learn their jobs and "prove themselves" at the same time. While this writer was at Minot AFB, four second lieutenants in turn served as Security Police Squadron Operations Officer. The job included supervising over 300 personnel and responsibility for security and law enforcement for a major SAC base. Of these four officers, three were eventually hospitalized for stress-related disorders. The fourth wound up at AFIT.

As pointed out earlier, the boredom and dissatisfaction of enlisted security duty can produce its own kind of stress. This can result in costly problems such as absenteeism, poor discipline, low re-enlistment rates and misuse of drugs and alcohol. In a career field which deals with firearms, nuclear weapons and public safety on a daily basis none of these problems can be ignored.

#### The Castle Air Force Base Security Test

By 1976 managers in the Air Force Security Police career field were well aware of the problems of low job satisfaction among security specialists. They were equally aware that the boredom, loneliness and discomfort of foot sentry duty was a prime source of discontent. This was especially true for the Strategic Air Command.

From May through July of 1976 SAC tested several security configurations at Castle Air Force Base near Merced, California. The purpose of the test was to determine whether close-in foot sentries were really necessary or whether an equal or high level of security could be provided by mounting these personnel in vehicle patrols. (Medsker, 1978)

Security is a process that occurs in three basic steps:

1. Detection: Keeping a watch over the thing being protected so as to know when a security threat appears.



2. Alarm: When a threat appears immediate notification must be made to whoever is responsible for dealing with it.

3. Armed Response: The security force, once notified, must respond quickly with enough people and firepower to neutralize the threat before serious loss or damage can occur. (AFR 207-1)

A close-in sentry performs all three of these functions. By being posted next to his assigned plane he is in a good position to see or hear anyone who tries to get near it. If he or she spots an intruder, he gives the alarm and immediately does what he can to defend himself and the aircraft until help arrives. This help usually consists of one or more SATs plus a fifteen-member Reserve Force (RF), both of which can be on the scene in five minutes or less. In addition, SAC bases are required to be able to mobilize their entire security force, including off-duty personnel, within one hour of any serious alarm. SAC headquarters is notified immediately whenever any security incident occurs at one of its bases no matter how minor the incident. Follow-up reports are required every few minutes until the situation is resolved.

While a close-in sentry is involved in all three phases of security his primary job is that of detection and alarm. Sergeants often tell new recruits, "If an attack comes, all I really expect from you is to stay alive long enough to yell for help. After that your job is done."

While a close-in sentry is in an ideal position to detect and report an attack on his plane, he is also in a very vulnerable spot. By the time an attacker is close enough to be detected by the sentry, he is also within easy striking distance of both the plane and the guard.

In recent years electronic alarms have taken over part of the detection and alarm function. Devices such as those described in Chapter I do not have the weaknesses of a human guard. They do not have to be paid or fed. They do not fall asleep, get drunk, go AWOL, argue with their boss or have to go to the bathroom. They can be set to go off automatically in case of tampering or malfunction. At many bases electronic alarms have already replaced human sentries on distant support and close boundary posts. An ideal security system would use machines for the detection and alarm phases of security where their reliability can be used to advantage, and would employ the intelligence and creative ability of human beings in the response phase.

At the time of the test, Castle Air Force Base had recently phased out its force of B-52 bombers. It still had its alert parking area, however, and a set of electronic alarms including a buried MAID/MILES line sensor and an FDS. Thus the boundary of the area was equipped to detect metal, seismic disturbance or fence vibration. Five aircraft were parked in the area and equipped with underbelly lighting, which consisted of small floodlights

positioned at the sides and rear of each plane and arranged to illuminate the bomb bay of the plane without giving away the position of the sentry nearby. The planes were not loaded with any real munitions.

A force of ten security policemen volunteered to play the role of terrorists. They were given three days of intensive training by a captain and a master sergeant from the U.S. Army Special Forces Center at Fort Bragg. These two Green Berets were both seasoned combat veterans and did their utmost to train their students in both overt and clandestine tactics for penetrating a fenced and guarded area.

Three security configurations were to be tested with other SPs playing the role of guards.

1. A standard security configuration according to AFR 207-3, Security Forces Handbook, using close-in sentries backed up by response forces.

2. An experimental configuration in which the guards who would have been close-in sentries were posted as three two-man patrols mounted in pickup trucks.

3. Another experimental configuration in which an additional fourth mounted patrol was posted.

The simulated terrorists and guards were supplied with weapons and blank ammunition and instructed to behave in as realistic a manner as possible consistent with safety. The terrorists were to get into the area, reach the bomb bays of the planes and escape. The guards were out to

stop them. A terrorist was considered neutralized if a sentry could get between the terrorist and his objective or get close enough to easily shoot or capture the terrorist without being shot himself. Terrorists were given scores from one to ten points depending on how far they got before being killed or captured. Making it to the boundary fence was worth one point. Making it into the area, to the target aircraft and back out again would count for ten. Attacks stopped at various points inside the parking area resulted in scores between one and ten points.

Scoring was done by a group of security police NCOs selected from other SAC bases. Four of these referees were positioned in the test area at all times. They were told in advance the times and general scenarios for attacks by the terrorist team. This enabled the referee to always have one of their members in the immediate vicinity of each attack. The other three referees would position themselves at random to make it difficult for the guards to figure out when or where the opposition would strike next.

The guards were posted in standard eight-hour shifts. During each shift a minimum of three penetration attempts would be made. Penetration attempts were of two kinds: Covert attempts consisted of one or two people attempting to gain entry by stealth and cunning. They might try to crawl over or under a fence, hide inside an incoming truck or enter with disguises and false identification cards. Overt attempts were brazen attacks which often



involved all ten terrorists. For instance, a couple of them might open fire on the area at some point along the fence in order to stage a diversion while the rest of the force tried to rush through the gate or taxiway. Such rush attacks could be made in vehicles as well as on foot. (Medsker, 1978)

Results of all the penetration attempts were processed by the data analysis section at SAC Headquarters and the following conclusions were reached.

1. Attacks made during the daytime were nearly always thwarted by the security force regardless of the security configuration used. The test area was in fairly open country which afforded little chance for attackers to gain the element of surprise. Some attacks using ruse and deception were successful at first, but even these became unsuccessful after the security force got wise to the tricks which the terrorists were likely to use.

2. The results were much different during the night when the attackers could strike suddenly and from close range, using darkness to hide their approach. Only by posting close-in sentries on foot could adequate security be provided at night. Statistical analysis of the terrorists attack scores showed that foot sentries were significantly more effective than vehicle patrols in stopping terrorists from reaching the target aircraft. (Medsker, 1978)

Surprisingly, the relative success of the close-in sentries at night was not due to their detection ability. Rather, it was their ability to respond instantly to an attack that made them invaluable. It was found that a well trained terrorist could get over the boundary fence and reach an aircraft in less than ten seconds from the time he first activated the alarm system. There was no way that a vehicle patrol could respond to an individual plane, deploy from their trucks and get between the terrorist and his target before he reached it. Foot sentries, on the other hand, were already standing near their planes when the first alarm went off. They had only to unshoulder their weapons and run a few steps to intercept an intruder.

The results of the Castle test convinced the Strategic Air Command that existing technology did not permit the elimination of close-in foot sentries. Therefore, such sentries remain as the backbone of aircraft security.

#### Limitations of the Castle Test

Like any test situation, the Castle test could not hope to exactly duplicate real life. Some of the more obvious limitations are listed below.

1. Weather conditions were clear and warm throughout most of the test. It is not known how security would have been affected by rain, fog, cold or blizzard conditions. Such weather is common at many SAC bases and would probably degrade the effectiveness of both foot sentries

and vehicle patrols. However, terrorists would also be impaired by bad weather. It is not known which side would have the advantage in bad weather.

2. The terrorists were limited as to what tactics they could use. Actual destruction of property was forbidden so they could not crash through gates with heavy trucks or ram vehicles into planes. They could drive vehicles through the taxiway, which had no physical barrier, but neither side could ram enemy vehicles with their own.

3. Stand-off attacks using rockets, mortars or heavy machine gun fire were not allowed. Sentries could not be eliminated except during the course of an attack. Killing a close-in guard with a silenced sniper rifle from a hundred yards away was not allowed.

4. Fences and alarms could not be blown up with explosives before an attack. Exotic devices such as helicopters and poison gas were not used nor were such "dirty tricks" as bribery or hostage taking.

5. The security force was limited to the types of security configurations being tested and to the kinds of alarms, barriers and lighting available at a typical SAC base. No alarms were attached to the aircraft themselves. The only physical barrier around the area was a chain link fence topped with barbed wire. Electronic sensors and boundary illumination did not extend beyond the "Clear Zone" outside the fence. Such clear zones

are normally no wider than thirty feet. Terrorists did not sabotage the lighting or alarms prior to attacks.

(AFR-207-1)

6. Although the security force did not know exactly where, when or how the enemy would strike, they knew attacks would come during each shift. In real life a guard might spend his whole career without ever being involved in a real attack. In a real attack only the terrorists would be able to get "psyched up" ahead of time.

7. Neither side used real bullets. People behave differently when their lives are really at stake.

8. All numerical data from the test were flushed out of Strategic Air Command's files about a year ago. The results reported here were obtained from Major Medsker, the SAC project officer who conducted the test, in oral telephone interviews. Therefore, it is difficult to confirm or challenge the statistical validity of the test or the results.

The results of the Castle test were disappointing to many security police managers. Close-in sentry duty is the most miserable, boring job in the career field. If such duty could be eliminated a prime source of job dissatisfaction would be removed. However, the Castle test seemed to prove once and for all that close-in foot sentries were essential. The Castle test made it appear that security police managers must continue to lead the unwilling to do the unpleasant.



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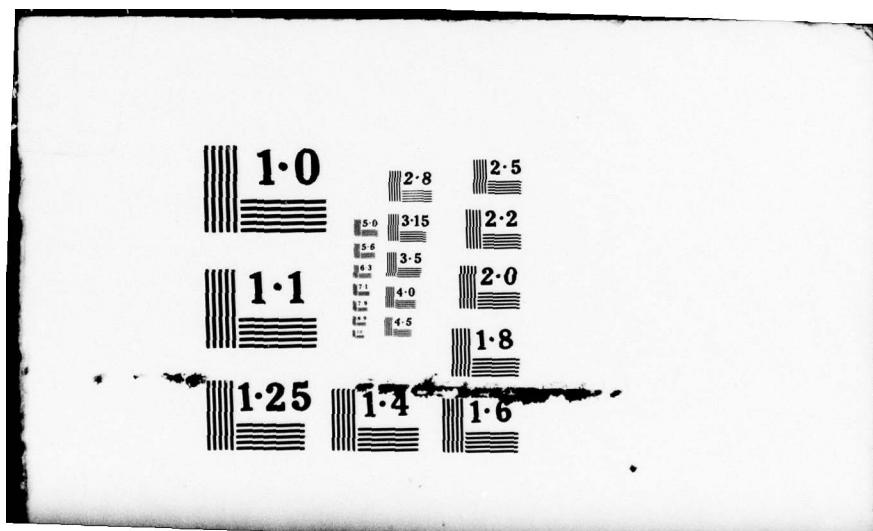
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## CHAPTER V

### THE ELLSWORTH FIELD EXPERIMENT

#### The Experiment

Between January and December of 1976 a job enrichment field experiment was carried out at Ellsworth Air Force Base. Ellsworth is a large SAC base near Rapid City, South Dakota. Security police there are assigned to the 44th Security Police Group, which in turn has two squadrons. The 44th Security Police Squadron is responsible for on-base functions including aircraft security and base law enforcement, while security of Minuteman missiles is provided by the 44th Missile Security Squadron. Security duty at Ellsworth closely fits the description of typical security work presented earlier in this report. In addition to the monotony of their work, SPs there are confronted by a somewhat rural environment with limited opportunities for off-duty recreation and by extremely cold, long winters. These factors made Ellsworth an ideal site for an experiment in job enrichment, as did the fact that the 44th SPG commander was very interested in job enrichment and was anxious to give it a try at Ellsworth.

The experiment was carried out by a management consulting team from USAF Headquarters headed by Lieutenant

Colonel Paul Murphy. However, the measurement and analysis of experimental data was performed by Lieutenant Colonel William Rosenbach, a disinterested officer who was not directly connected with either the consulting team or the 44th SPG. Rosenbach was gathering data for his doctoral dissertation from the University of Colorado, and his interest was primarily academic.

The airmen participating in the experiment were members of the 44th Security Police Squadron aircraft security flights A, B and C, along with security crews 61, 72 and 81 from the 44th Missile Security Squadron. A flight and crew 81 were designated as the experimental group and the other flights and crews were to be the control group. There were a total of 175 participants at the beginning of the experiment, of whom 162 were still there at the end. The others left due to personnel turnover. Of the remaining 162, 66 were in the experimental group and 96 were in the control group. (Rosenbach, 1977)

The experiment proceeded according to the schedule shown in Figure 8. After initial planning was conducted in January, a pretest was administered to the participants in February. The Hackman-Oldham Job Diagnostic Survey was the instrument used for the pretest. The Job Diagnostic Survey (JDS) was discussed earlier in this paper and a copy of it can be found in Appendix A. The JDS can be used to measure a wide variety of variables related to how people view their jobs. Each variable is measured



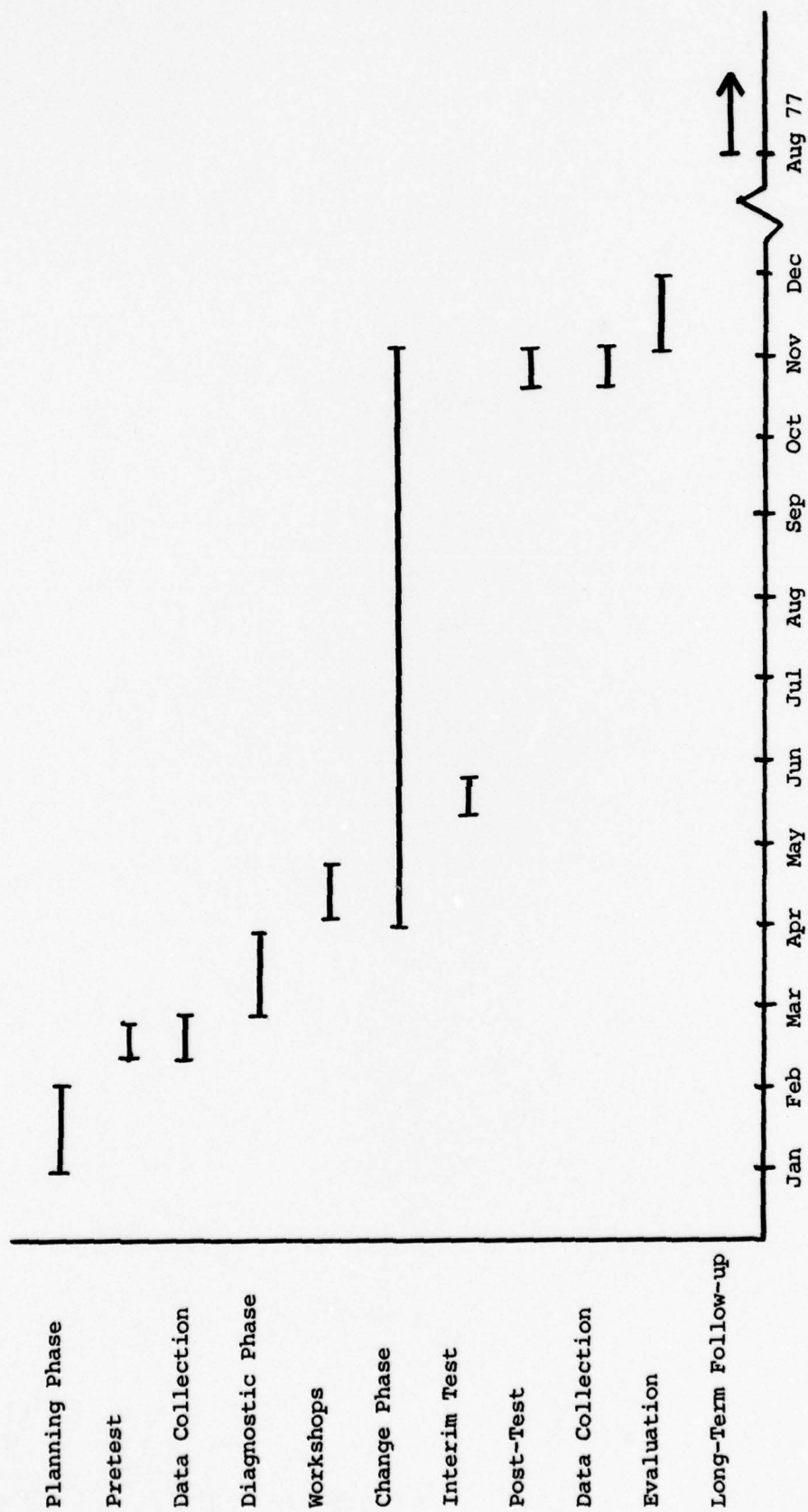


Fig. 8. Timetable of Ellsworth Experiment (Rosenbach, 1977)

separately, based on the answers people give to survey questions which relate to that variable. Those variables which were of interest at Ellsworth included the following.

1. The five core job dimensions of skill variety, task identity, task significance, autonomy and feedback from the job.
2. The motivating potential score of the job.
3. The level of job satisfaction of the person(s) taking the survey.
4. The amount of internal work motivation of the respondent.
5. Individual growth need strength. That is, how much a person would like to have an enriched, motivating job.

In addition to the Job Diagnostic survey, measurements were also made of absenteeism, based on number of occurrences and of job performance. Job performance is very hard to measure for security police, since only an enemy attack can really put a security system to the test. However, security police are regularly given no-notice standboard evaluations which include such things as simulated attacks and job knowledge tests. Scores of these evaluations were obtained from existing management files.

The diagnostic phase of the experiment took place during February and early March. Results of the JDS pre-test were collected and analyzed. They were then used to construct a "job dimension profile" as shown in Figure 9.

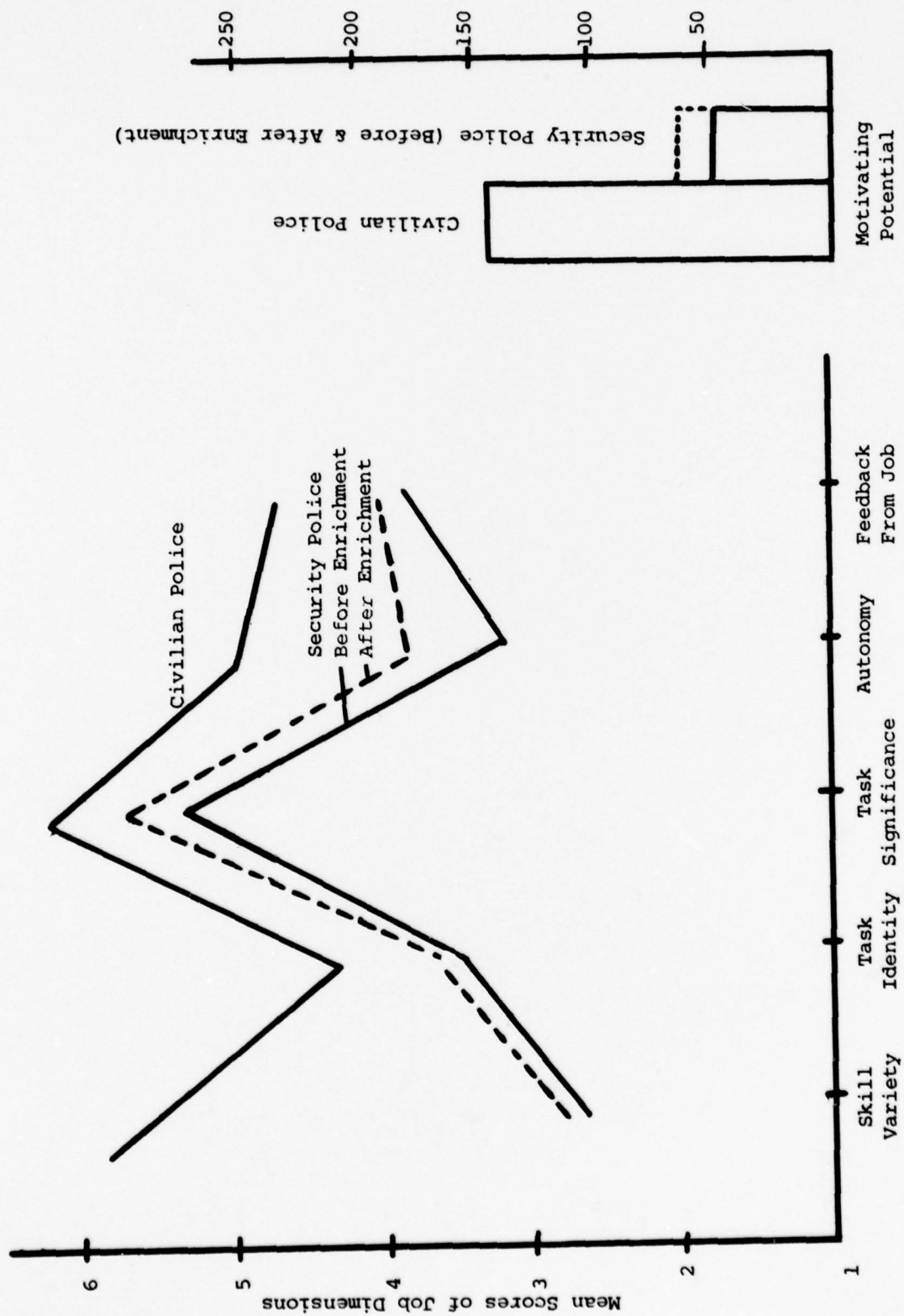


Fig. 9. Job Dimension Profiles of Air Force SPs and Civilian Police (Rosenbach, 1977)

This profile was compared with a similar profile for civilian police, detectives, bailiffs and security guards which Rosenbach had obtained from a previous study.

(Rosenbach, 1977) As shown in the figure, the profile for Air Force SPs closely paralleled that of civilian police except that the SPs rated all of the job dimensions lower and had a much lower rating for the motivating potential of their jobs. Note that the airmen gave especially low scores to skill variety and autonomy.

In addition to collecting and analyzing numerical data, a number of meetings and interviews were conducted with security police and their supervisors to determine their views about their work and its potential for enrichment. Based on all of this information the consulting team decided that the security job at Ellsworth had good potential for enrichment and decided to proceed with the rest of the experiment.

The workshop phase of the experiment began with orientation briefing for middle and upper level managers. They were briefed on the theory and practice of job enrichment, and on what their role would be in the program. Their comments and support were solicited, and they responded with fairly enthusiastic support for the experiment. As mentioned earlier, their commander was solidly behind the program.

Next, first-line supervisors were given briefings on the program. This was followed by "brainstorming"



sessions in which workers and supervisors came up with ideas for enriching their jobs. The people met in their natural work groups, with members of each flight or crew discussing their work with each other and coming up with ways to improve it. The troops participated in these discussions enthusiastically and came up with over 2500 ideas for enriching their jobs.

After the original ideas were generated they were screened by the consulting team to consolidate the ideas and eliminate repetition. The consulting team came up with a thousand ideas, of which 600 were intrinsic to the job itself and 400 involved extrinsic factors.

These ideas were screened again by a committee made up of the consultants and a group of middle managers and supervisors. The committee recommended 126 ideas for implementation. They decided that 76 of these ideas could be implemented by the 44th SPG itself, and that the rest would have to be sent to higher headquarters for approval.

Finally, 74 ideas were approved for implementation and 22 ideas were put in "open" status pending evaluation and possible implementation by higher headquarters at a later date.

The change phase began in April and lasted through the end of October. The first step was to set up yet another committee. This "job enrichment committee" was in charge of making sure that the approved changes were implemented, finding ways to overcome obstacles and keeping

everyone informed of what was going on. The job enrichment committee met every two weeks, and more often when special problems or activities made it necessary.

Fifty-four of the changes were made within the first six weeks of the change period. Other changes took longer, and were either implemented later in the experiment or plans were announced for their implementation at some future date. In May, about midway through the experiment, an interim test was conducted by Rosenbach to see how well things were going. He found that enthusiasm for the project had begun to wane somewhat, so the job enrichment committee took steps to "rejuvenate" it. More group meetings were held to brief everyone on what was happening and renew their enthusiasm. The group commander lent his public support to the program also. In addition, a "job enrichment flyer" was printed and distributed to the troops to help keep them informed on how the project was going.

Appendix B shows the status of each of the proposed changes as of October 31, 1976, when the change phase came to an end. Some examples of job changes made during the program are:

1. SPs were given more information on the aircraft they guarded. They were given briefings and tours of the planes, and some were given rides on the aircraft.
2. Security troops were allowed to assume law enforcement duties on the flightline, such as issuing traffic tickets.

3. Improved sentry shelters were erected at gates to restricted areas.

4. Local commander was allowed to decide at what temperature sentries could use their shelters, and when they must stay outside. This had previously been determined by regulation.

5. A Security Police Airman of the Month program was established.

6. Guardmount procedures were relaxed somewhat. Supervisors were given more discretion on when to conduct formal hair and uniform inspections.

7. The Central Security Control (CSC) facility was remodeled.

8. Qualified airmen were allowed to supervise each other when loading and unloading weapons. This had previously been done by NCOs or officers.

9. Red lights, sirens and PA systems were installed in many security police vehicles which had not been so equipped.

10. SPs had been required to shovel snow at missile launch sites. They were allowed to share this task with members of other base agencies.

11. "Back office" staff supervisors made more frequent visits to the flightline and missile sites.

12. Flight supervisors were allowed to administer and document counseling to their troops without involving higher-ups.

The evaluation phase of the experiment began with the administration of the JDS post-test at the end of October. Survey results were compared with the results of the pretest to see what changes had occurred in both the experimental and control groups.

Rosenbach collected the data from these tests and performed a very thorough and elaborate statistical analysis of the results. His analysis was one of the most complete and detailed mathematical studies ever performed in the study of job enrichment, and included such things as one and two way analysis of variance, T-tests, Scheffe's test, and Pearson's product moment correlations. Details of this analysis can be found in Rosenbach's doctoral dissertation, "An Evaluation of Participative Work Redesign: A Longitudinal Field Experiment," University of Colorado, 1977. A brief summary of his findings is presented below.

### The Results

Job Satisfaction. At the beginning of the experiment both the control group and the experimental group had about the same level of satisfaction. During the experiment the experimental group experienced a significant increase in job satisfaction while job satisfaction declined for the control group. These changes can be seen graphically in Figure 10.

Internal Work Motivation. The experimental group started the project with slightly higher internal work



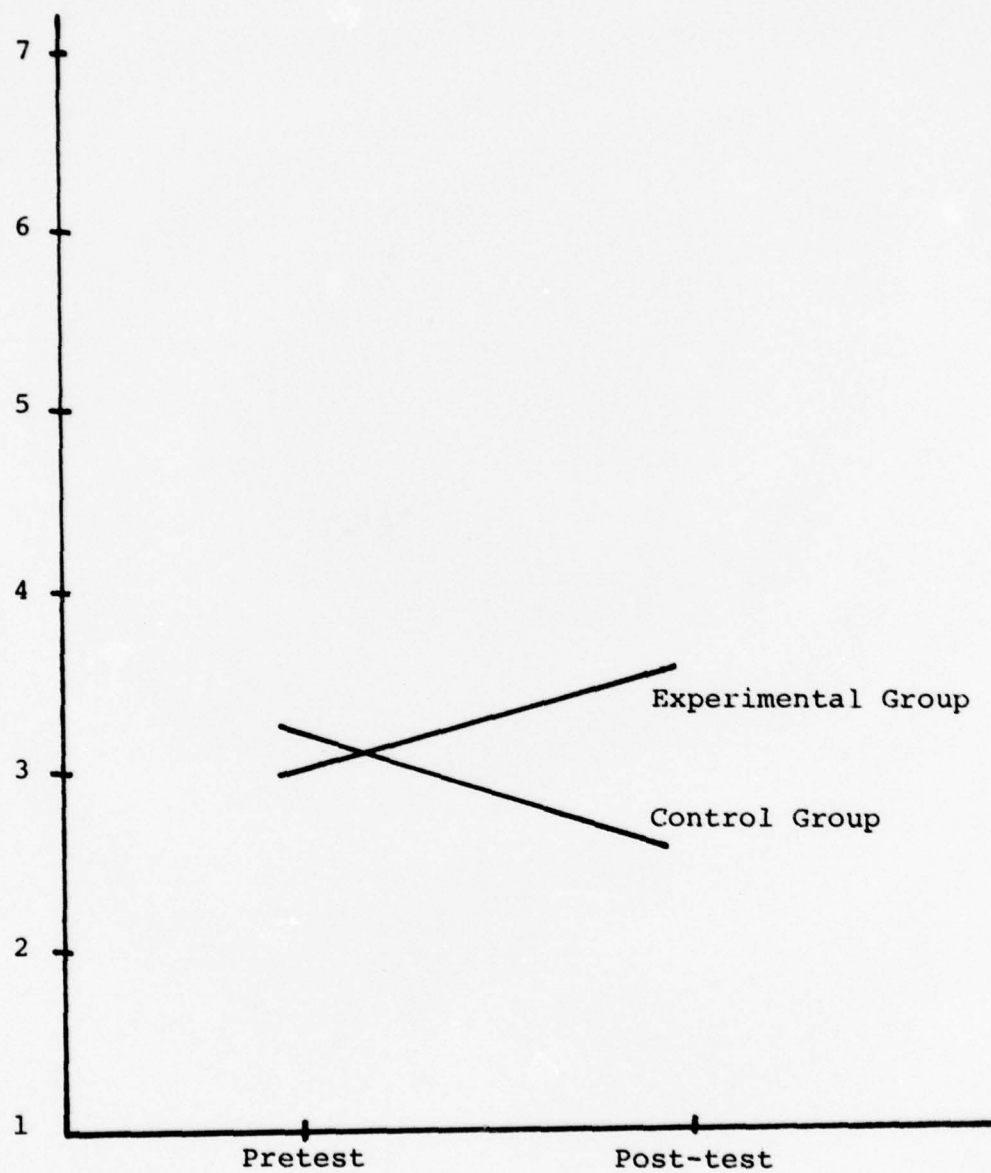


Fig. 10. Job Satisfaction (Rosenbach, 1977)

motivation than the control group. There was no significant change in this situation throughout the experiment. This result was somewhat surprising, since one would expect job enrichment to produce a higher level of motivation. Figure 11 shows that this did not occur during the experiment. However, long-term improvements in motivation were observed much later on. These will be discussed later in this report.

Job Performance. As shown in Figure 12, the experimental group started with a lower level of performance than the control group. This was still true at the end of the experiment. The experimental group had gained on the control group, but the gain was not quite large enough to be statistically significant according to Rosenbach's analysis.

Absenteeism. Figure 13 shows that at the beginning of the experiment the control group had a higher rate of absenteeism than the experimental group. During the experiment the absenteeism of both groups increased, but the amount of increase was significantly less for the experimental group.

Motivating Potential. At the beginning of the project the experimental group had a lower motivating potential score (MPS) than the control group. By the end of the experiment a significant change had occurred. The scores of the two groups seemed to reverse themselves so

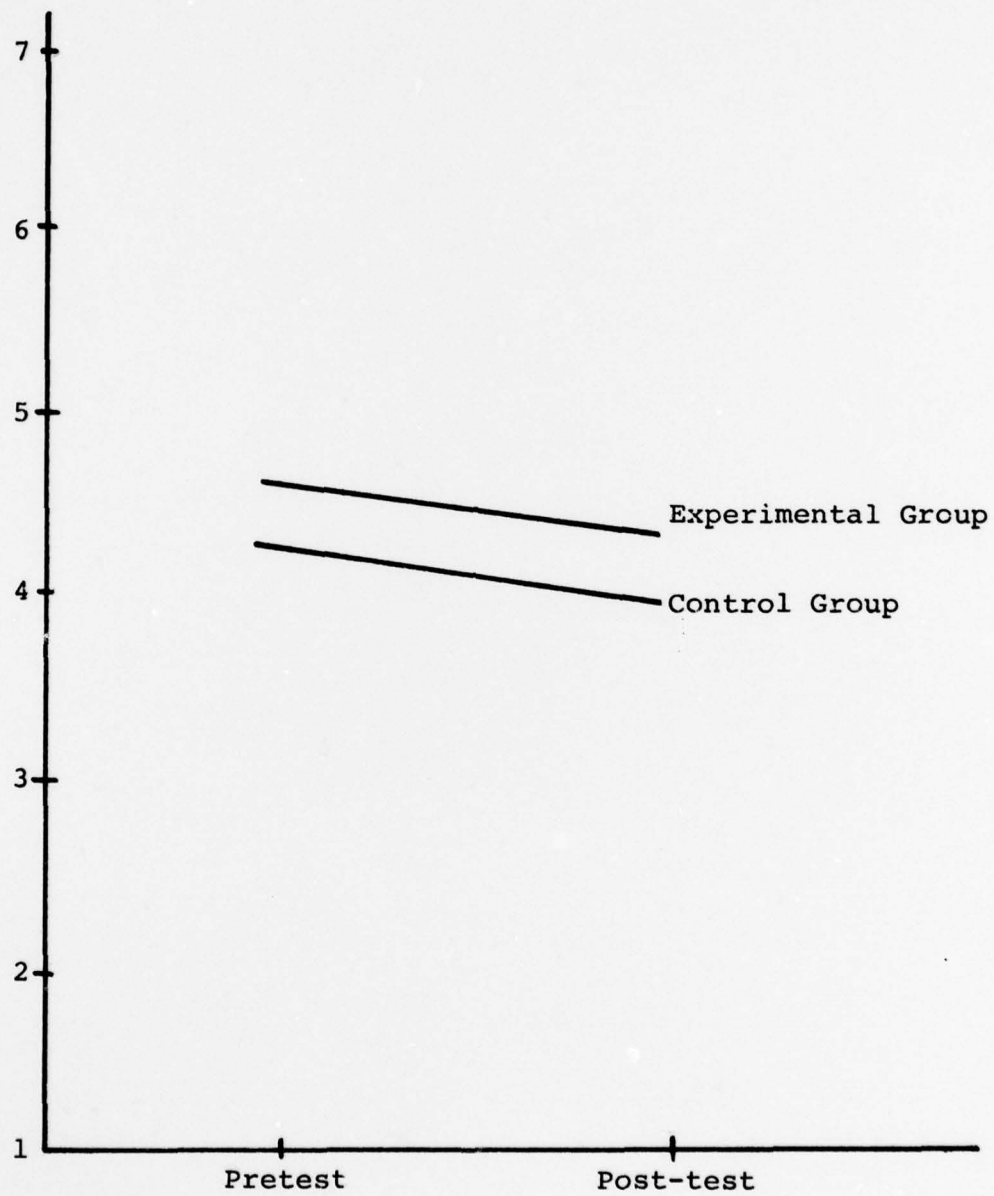


Fig. 11. Internal Work Motivation (Rosenbach, 1977)

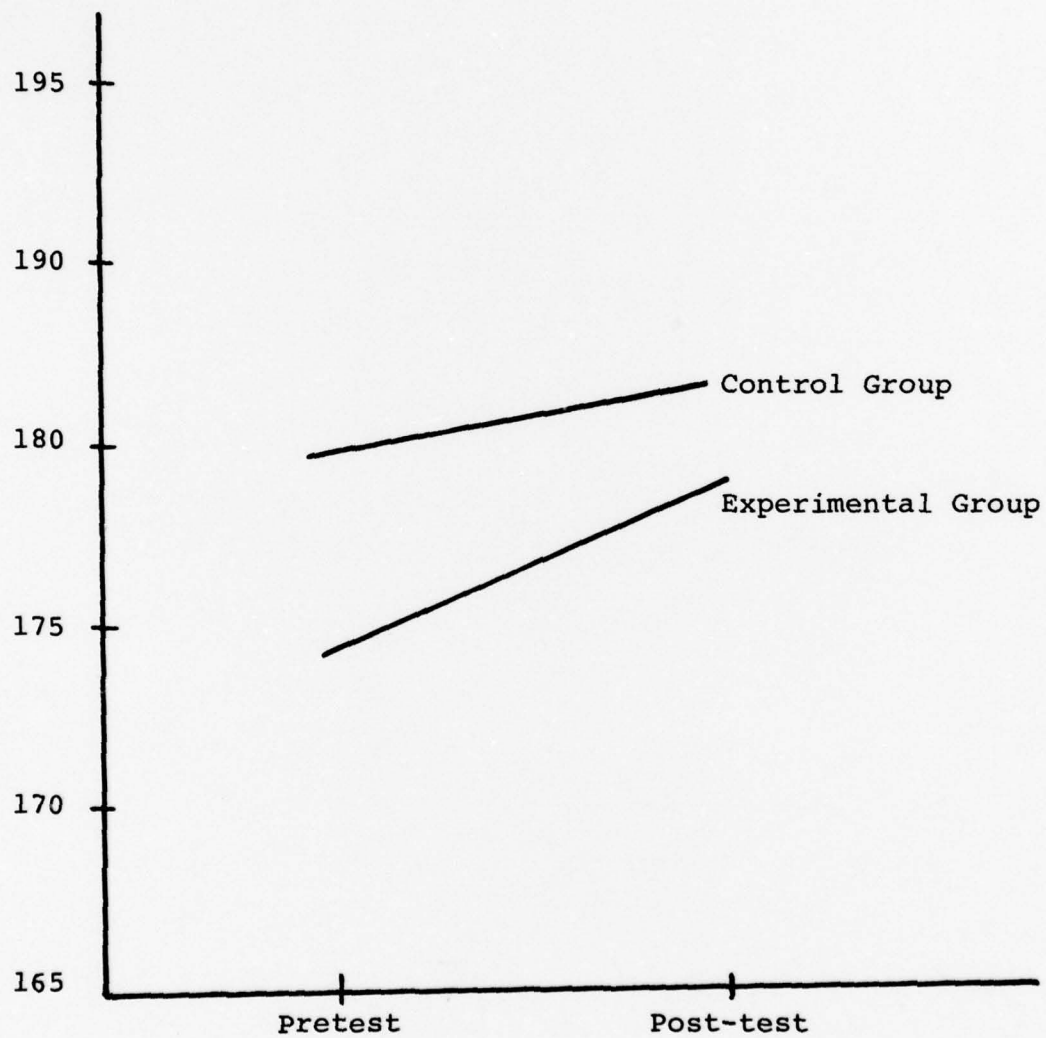


Fig. 12. Job Performance as Measured by Mean Standboard Scores (Rosenbach, 1977)



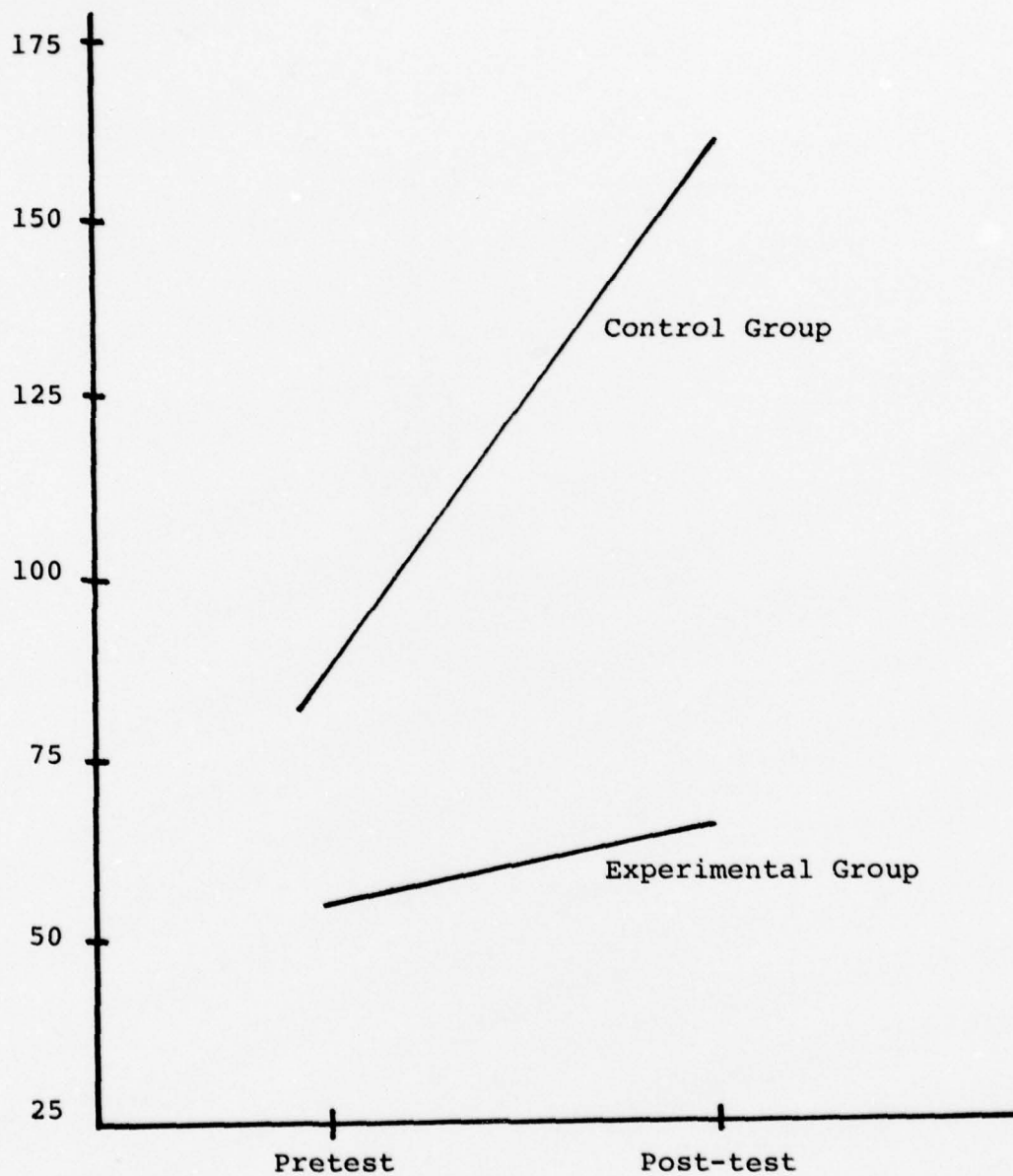


Fig. 13. Absenteeism (Number of Occurrences in Two Months Preceding Test) (Rosenbach, 1977)

that the experimental group was on top and the control group was on the bottom. This is illustrated in Figure 14.

Core Job Dimensions. Figures 15 through 19 show that the experimental group came out ahead of the control group on every one of the core job dimensions. However, the changes were only large enough to be statistically significant in the job dimension of autonomy. This increase in perceived autonomy accounted for most of the increase in motivating potential. Recalling the Hackman-Oldham formula for motivating potential score

$$MPS = \left( \frac{\text{skill var.} + \text{task ident.} + \text{task sig.}}{3} \right) \times \text{autonomy} \times \text{feedback}$$

it can be seen that autonomy is one of the multiplying factors. Therefore any change in autonomy automatically produces a corresponding change in motivating potential.

Growth Need Strength. According to the Hackman-Oldham theory, growth need strength (GNS) is a "moderating variable." This means that when a job is enriched, workers who value personal growth highly will become more satisfied with their job while those who put a low value on personal growth will experience little of any change. Growth need strength is one of the many things measured by the job diagnostic survey. At the beginning of the experiment those persons who had scored in the top quarter of the participants on GNS were designated as a high GNS group. Those in the bottom quarter were the low GNS group.

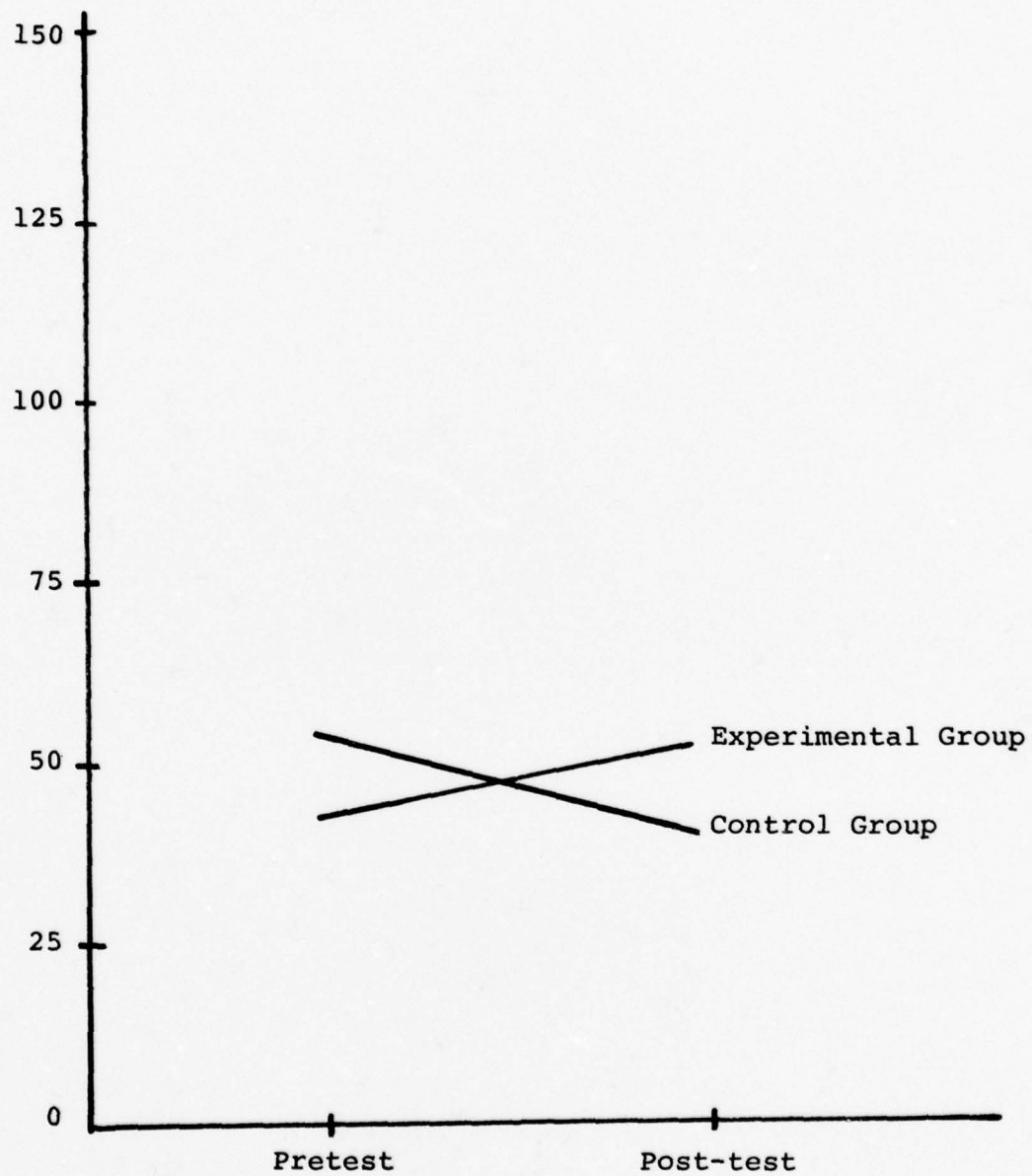


Fig. 14. Motivation Potential Score (Rosenbach, 1977)

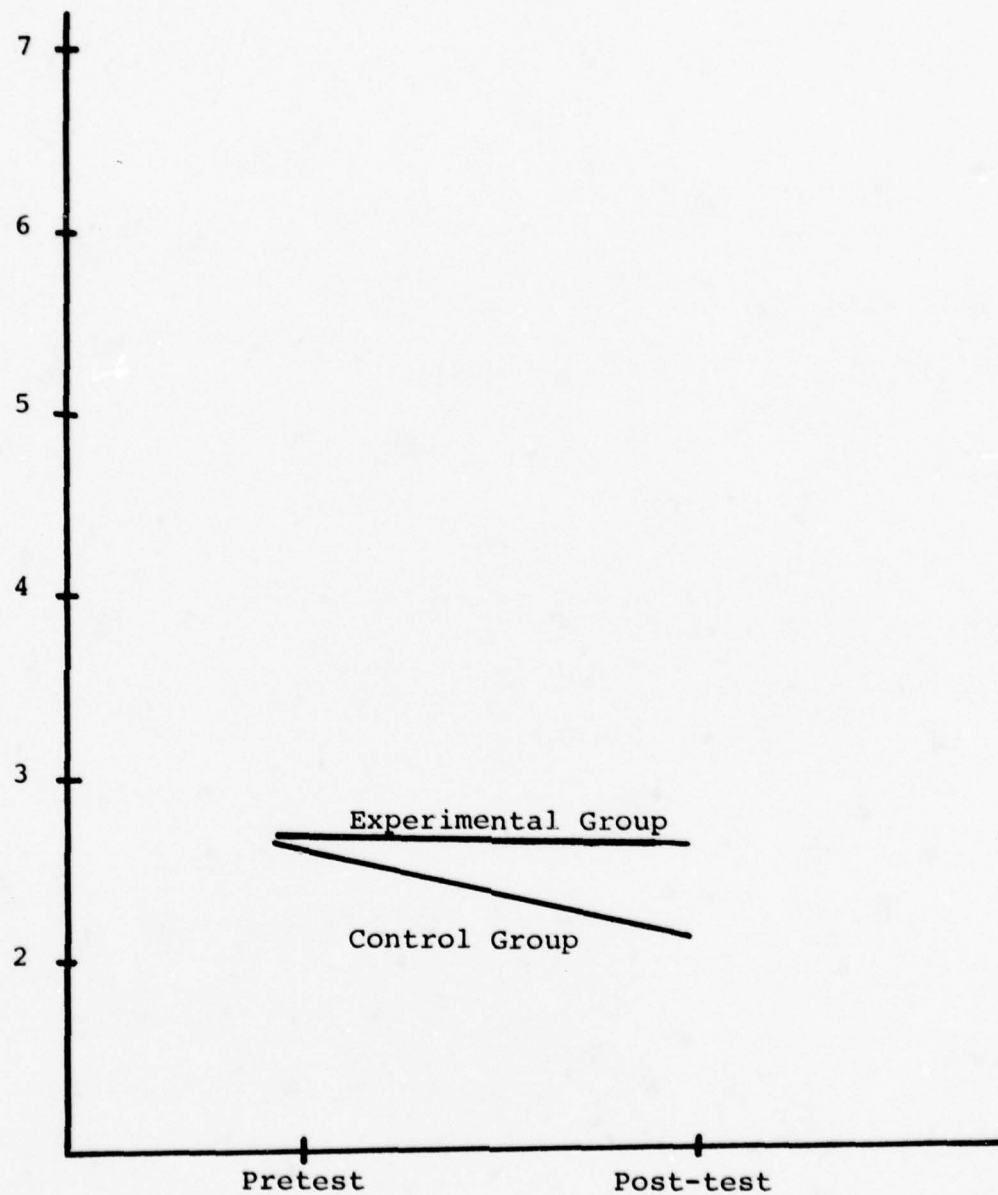


Fig. 15. Perceived Skill Variety (Rosenbach, 1977)



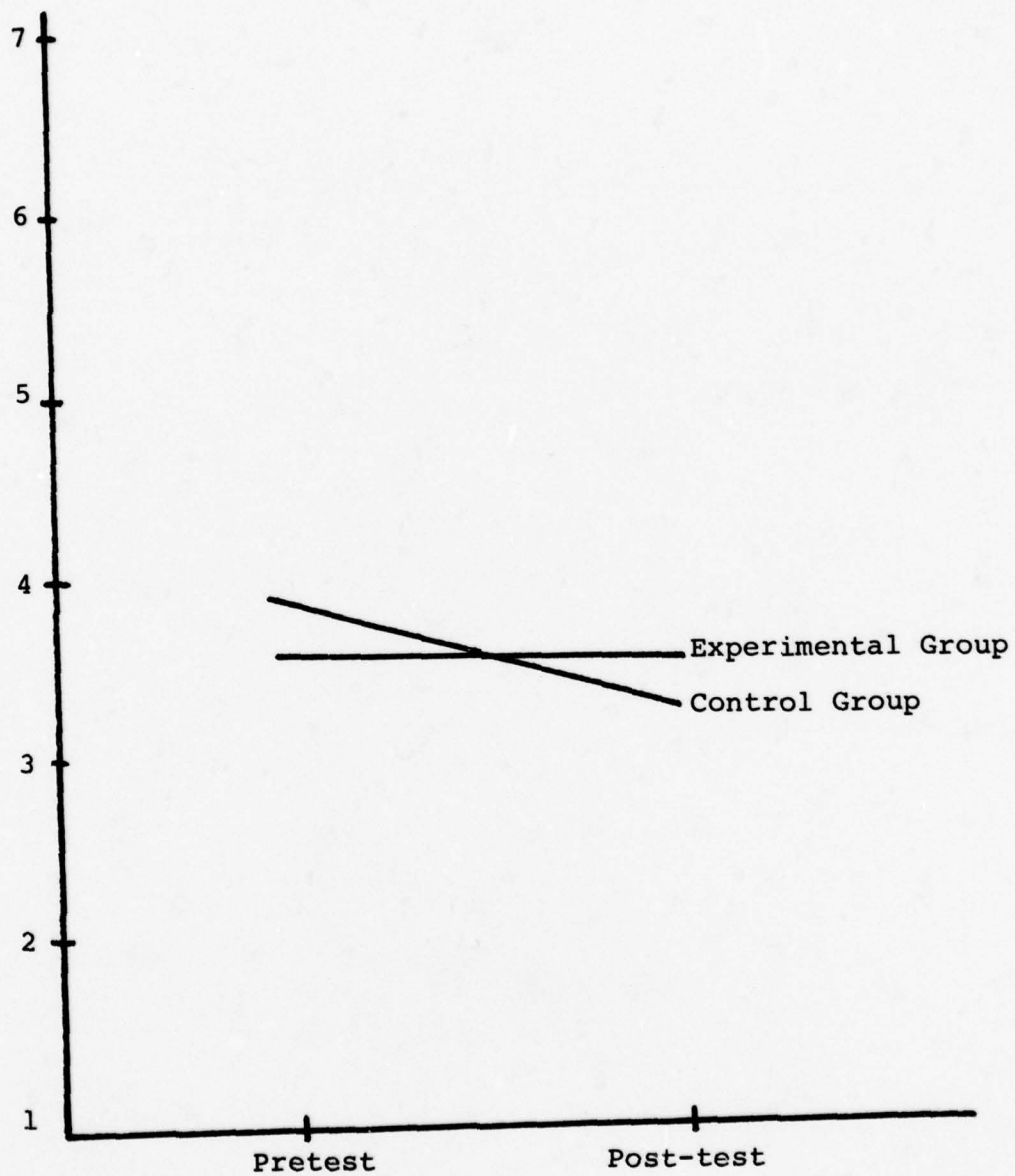


Fig. 16. Task Identity (Rosenbach, 1977)

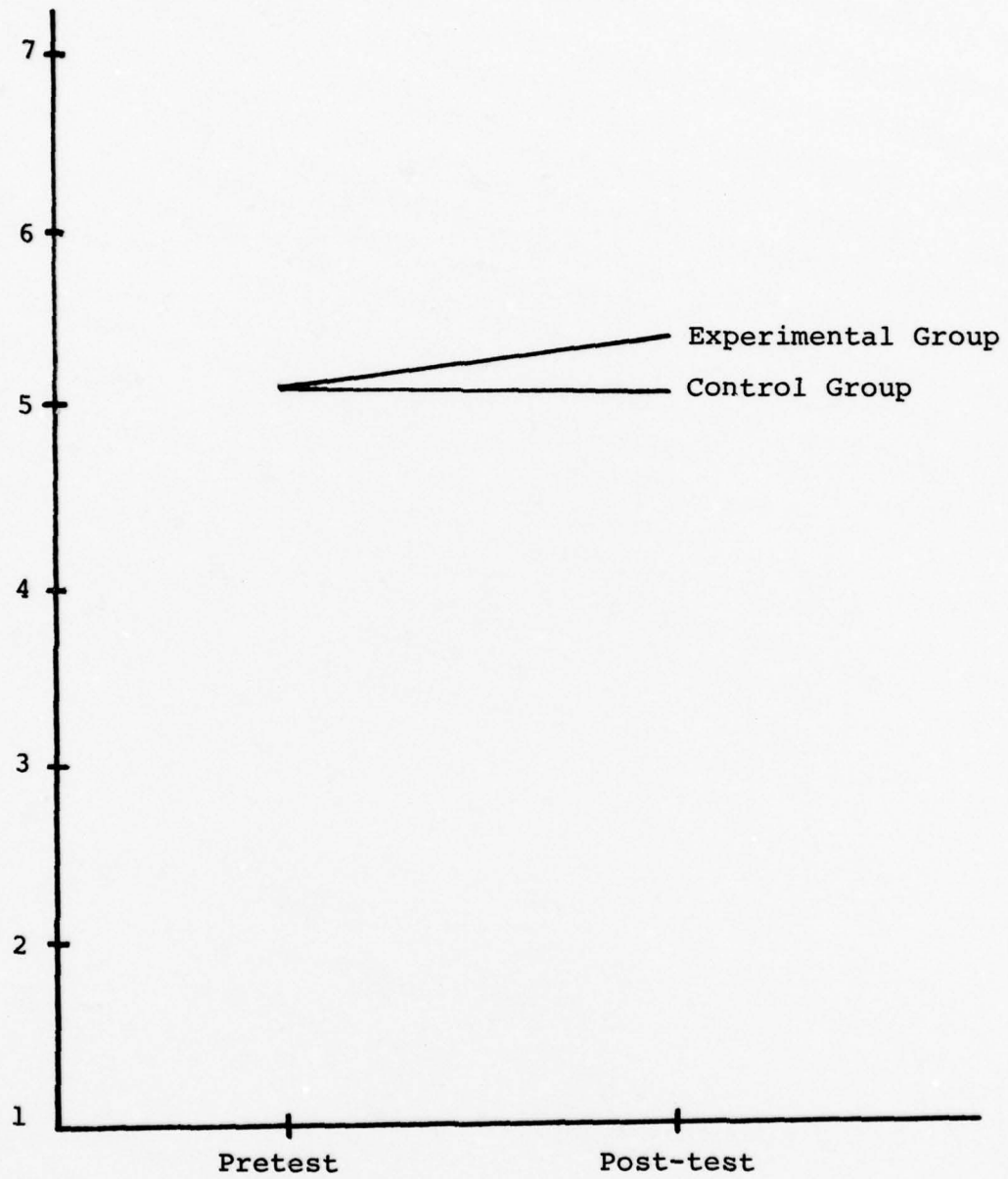


Fig. 17. Perceived Task Significance (Rosenbach, 1977)

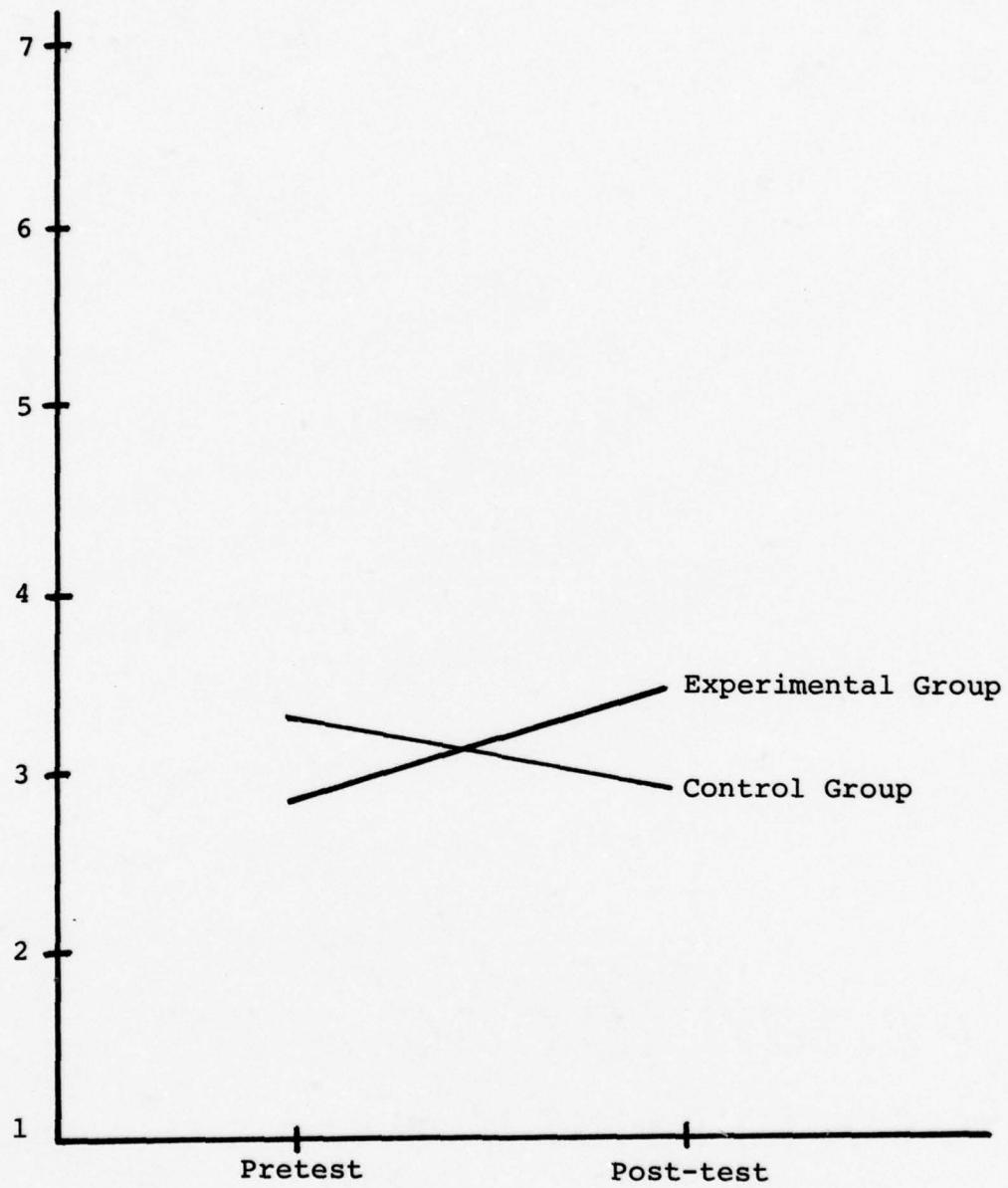


Fig. 18. Perceived Autonomy (Rosenbach, 1977)

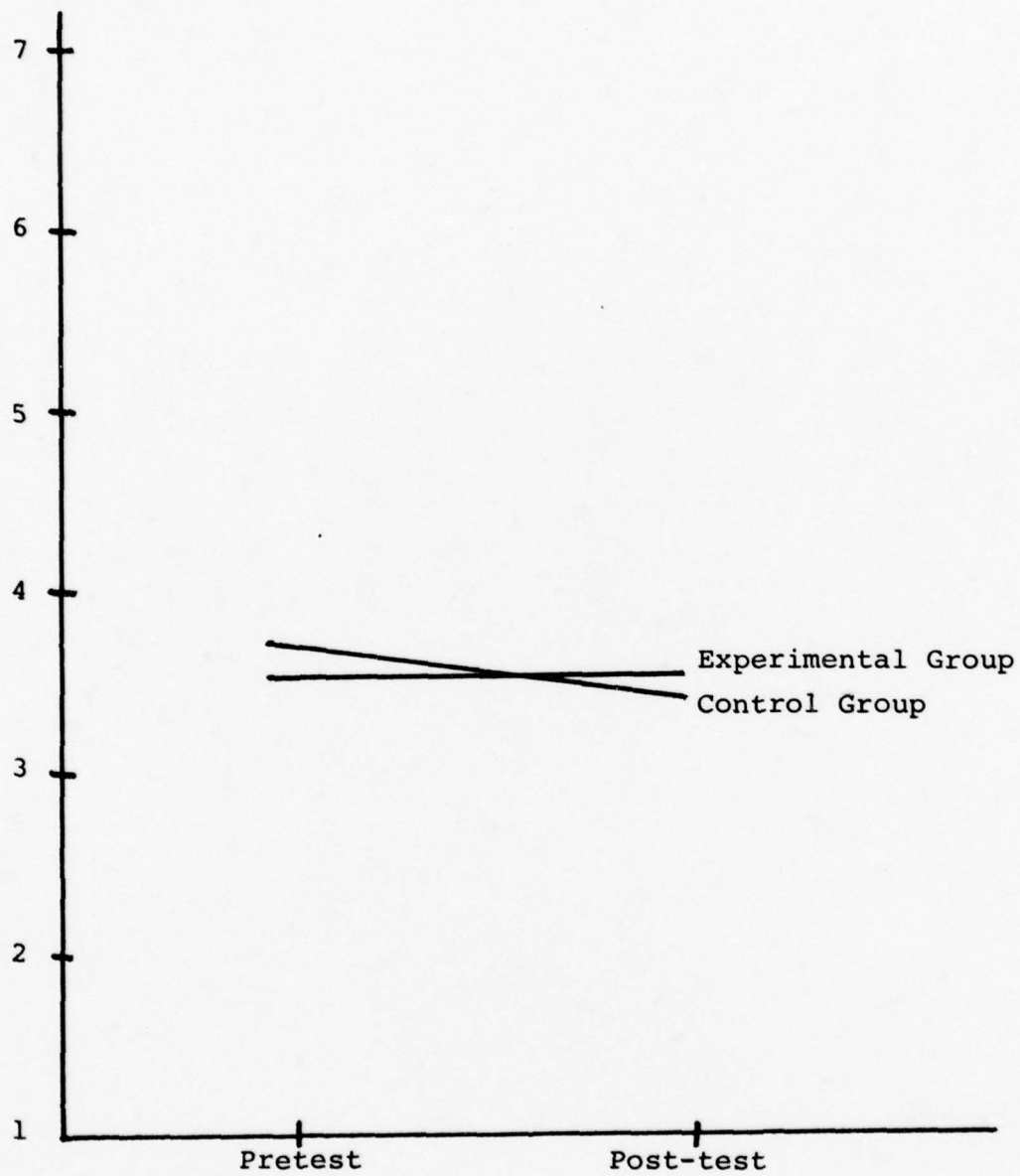


Fig. 19. Feedback from the Job (Rosenbach, 1977)



Figure 20 shows that the high GNS group had a significant increase in job satisfaction during the experiment while the low GNS group stayed about the same. This result lends support to the Hackman-Oldham view of how growth need strength affects job satisfaction.

#### Growth Need Strength and Internal Work Motivation.

Since GNS appeared to be so closely related to whether job enrichment improved job satisfaction, it would seem logical that it would also have an effect on internal work motivation. That is, people with high GNS would experience a rise in internal work motivation when their jobs were enriched. However, Figure 21 shows that there was not significant change in work motivation for either the high or low GNS group during the course of the experiment.

Growth Need Strength and Satisfaction with Supervision. As Figure 22 illustrates, people with high GNS showed a significant improvement in their satisfaction with supervision, while those with low GNS showed little change. However, the low GNS people were more satisfied with supervision to begin with. Remember that perceived autonomy increased during the experiment. If people with high GNS tend to view less supervision as better supervision, then more autonomy would tend to improve their supervisory satisfaction.

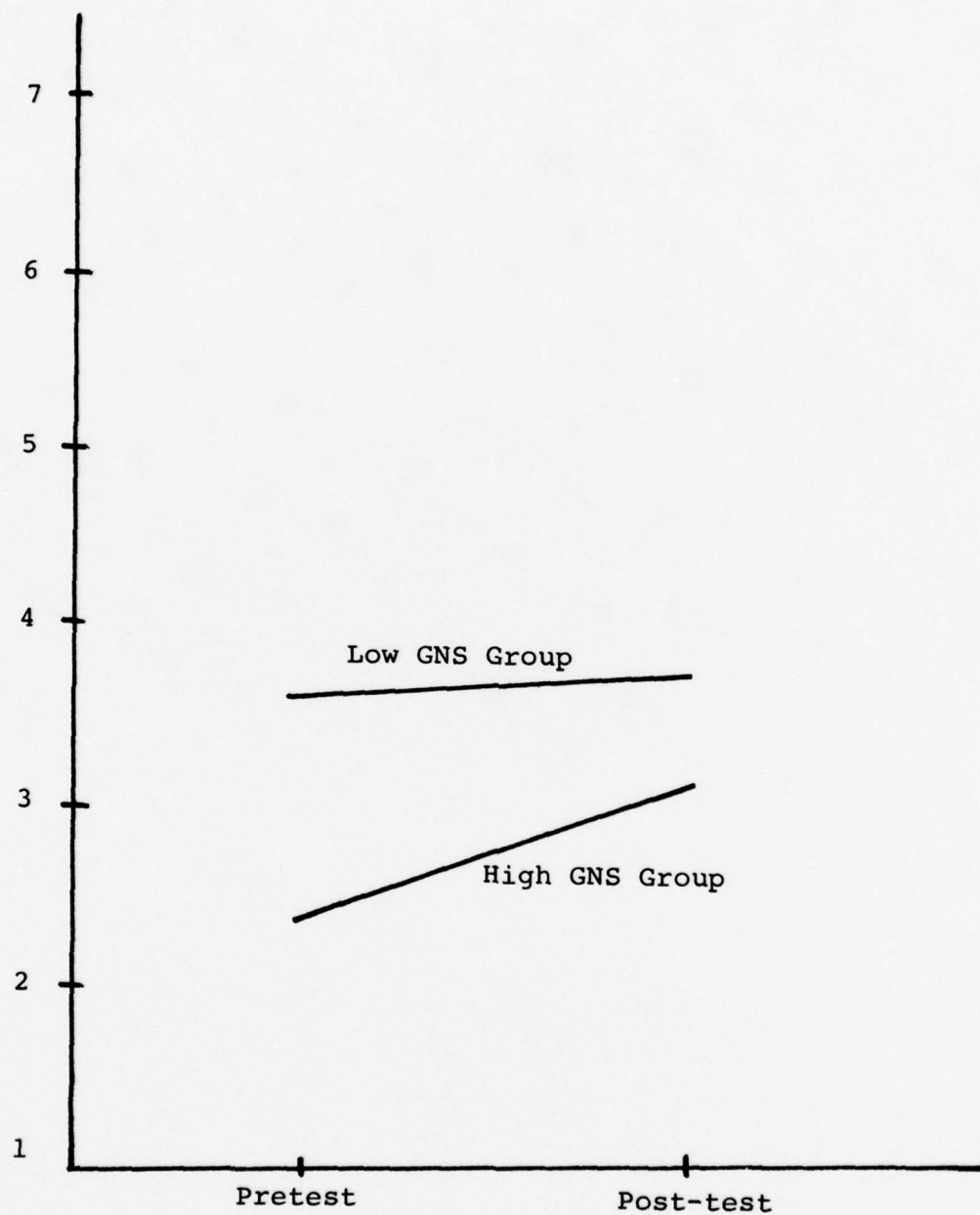


Fig. 20. Growth Need Strength and Job Satisfaction (Rosenbach, 1977)

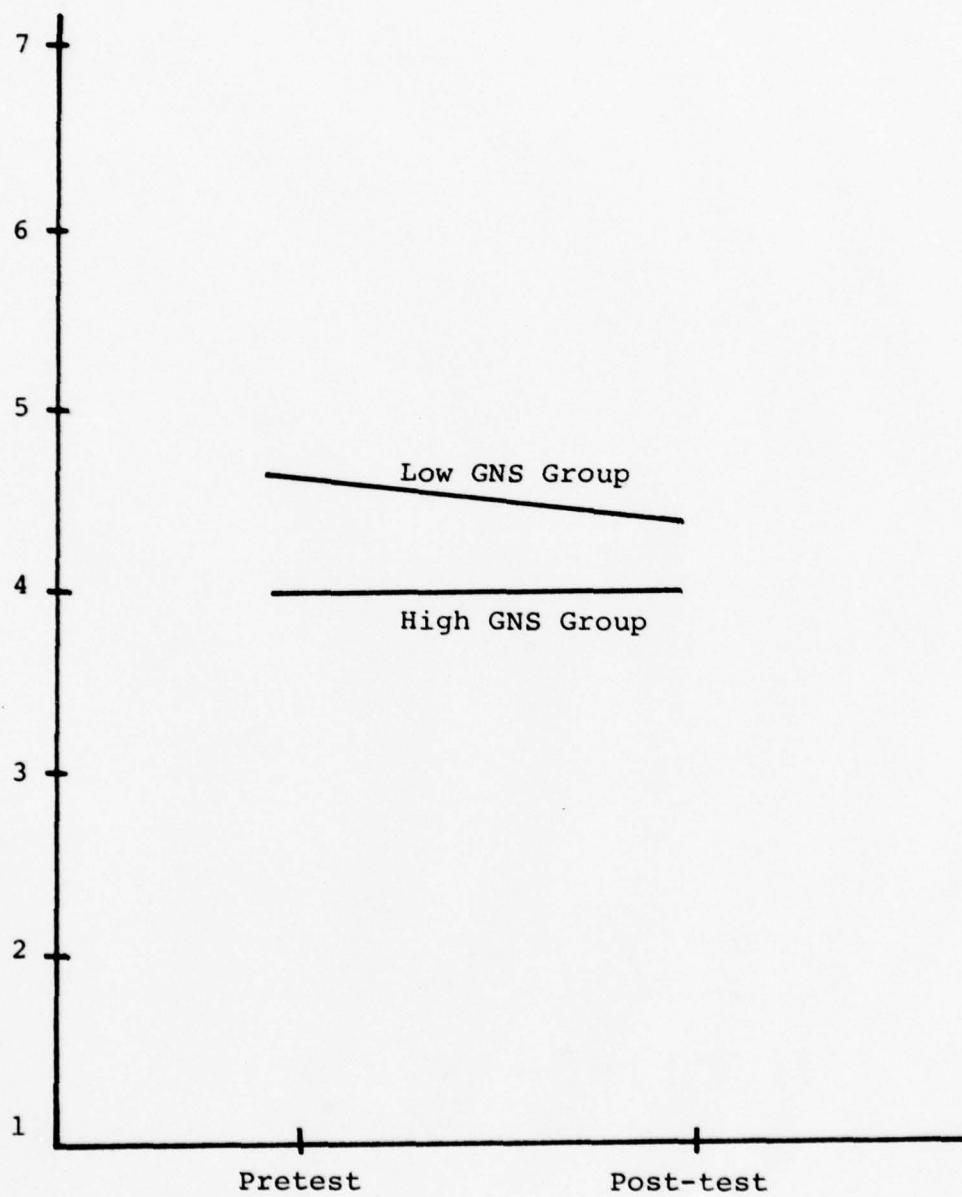


Fig. 21. Growth Need Strength and Internal Work Motivation (Rosenbach, 1977)

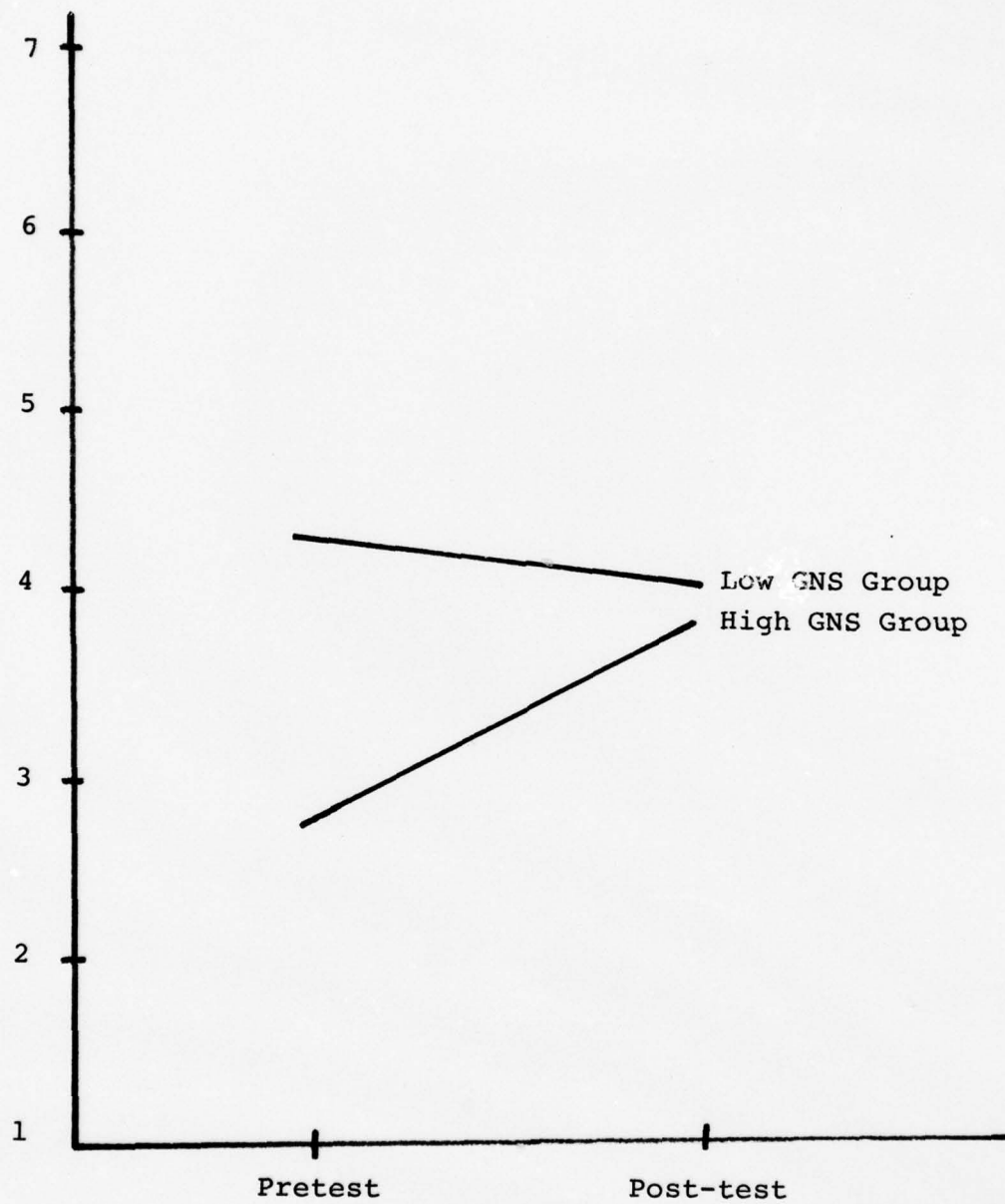


Fig. 22. Growth Need Strength and Satisfaction With Supervision (Rosenbach, 1977)



### Summary of Findings

During the course of the experiment improvements appear to have occurred in nearly every area measured by Rosenbach. No adverse effects of job enrichment were measured at all, even among people with low growth need strength who stood to gain the least from the job changes. However, the improvements were strictly limited. Statistically significant changes occurred in only three areas:

1. The perceived job dimension of autonomy.
2. Absenteeism.
3. Job satisfaction (and supervisory satisfaction for high GNS people).

Note that where the big changes did occur, the relatively higher standing of the experimental group was not really due to their scores getting better in an absolute sense, but only that they got better relative to the worsening scores of the control group.

If the changes in satisfaction, absenteeism and perceived autonomy within the experimental group were due to changes in their jobs and nothing else, then the measurements for the control group should not have changed, since the control group's jobs were not changed. This is not what happened. Observing the figures for autonomy and job satisfaction, one can see that the improvements within the experimental group are counterbalanced by a virtually equal and opposite decline among the members of the control group. In absenteeism, neither group improved. The

absence rate actually got worse for the experimental group. They came out ahead only because the control group's absence rate skyrocketed during the same period. Note also that in the measurements of motivating potential, skill variety, task identity and feedback, the higher scores of the experimental group were due at least as much to a decline in the control group as to an improvement among those whose jobs had been enriched. This leads to two possible conclusions:

1. The improvements in the experimental group may have been due to the so-called Hawthorne effect discovered by Mayo in his early studies. That is, the experimental group had a boost in morale and satisfaction simply due to the fact that they were the experimental group and that they were getting all sorts of extra attention from management.

2. The control group suffered a corresponding drop in their morale since they were "left out" of all the attention and hoopla. They may have felt a sort of reverse Hawthorne effect.

This shows a weakness in the experiment. Although the control group worked different shifts than the experimental group, the two groups were not separated from each other during their off-duty time. They socialized together frequently, and the members of the control group were well aware of the job changes being given to the experimental group. Thus, they were really not a "control" group at

all, in a strict sense of the term "control." It might have been better to have two control groups in the experiment, one at Ellsworth and the other at another northern SAC base like Minot or Grand Forks, where they would be less aware of what was happening.

To determine how much of the observed change was of a real, long lasting nature and how much was transient and due merely to the fact that there was an experiment going on, it would be necessary to equalize the situation between the two groups and repeat the measurements after waiting long enough for the initial excitement to wear off and for the new, enriched jobs to become an accepted fact of life. This was done.

At the end of the second survey period in October, the members of the control group were given the same job changes that the experimental group had received. Then, in August of 1977, eighteen months after the first job changes had been made, another set of measurements was made by Captain Bob Gregory, a behavioral scientist from USAF Headquarters. His findings can be summarized as follows.

1. Job satisfaction, motivating potential, and supervisory satisfaction had continued to increase for the people who had been in the experimental group.

2. Since being included in the job changes, the members of the control group had shown changes in satisfaction paralleling those of the experimental group.

3. Internal work motivation, which had not changed significantly during the original experiment, had begun to show a marked improvement. This occurred in both groups.

Thus, it appeared that enriching the SP's jobs had led to some real, long-term improvements in job satisfaction after all, and that internal work motivation had improved as well, although the change in IWM had taken longer to develop and show itself.

The results of the Ellsworth job enrichment experiment lead to the following conclusions.

1. Job enrichment using worker participation is possible in the security area field.

2. Job enrichment does produce positive results. As with any organizational change program, part of the results come simply from the perception that things are being changed, but some real and lasting benefits occur as well.

3. Despite its benefits, job enrichment for SPs does not alter the basic problems associated with the nature of the job itself. Note in Figure 10 that, although the job dimension profile of the SPs did improve during the experiment, the change was really rather small, and the profile of the SPs remained well below that of their civilian counterparts even after their jobs had been enriched.

4. Most of the improvement in job satisfaction during the experiment seemed to result from an increase in perceived autonomy. Rosenbach has suggested a reason



for this. He noted that of seventy-four job changes, only eighteen directly affected the five core job dimensions, or the job itself. The rest affected extrinsic factors. Although he does not state which of the changes are among these eighteen, he claims that the eighteen "intrinsic" changes were "considered by the workers to be the most meaningful. . ." according to interviews he conducted with individual SPs. Of these eighteen, he says, thirteen dealt with the job factor of autonomy. (Rosenbach, 1977) Thus, he believes that most of the improvements in job satisfaction were related to the increased worker autonomy brought about by the job changes.

5. Although job satisfaction increased, the enrichment program had little effect on job performance. There was some improvement, but not much. This lends support to Umstot's view that if management wishes to improve productivity along with job satisfaction, job enrichment should be combined with some type of production-oriented goal setting program. (Umstot, 1978) It also raises a new issue. If increased satisfaction does not raise productivity then what justifies the cost of having a job enrichment program? The experiment showed only one significant, tangible gain for management: reduced absenteeism. If absenteeism is a cost of dissatisfaction, then reducing it can be viewed as a saving. Unfortunately, the experiment did not measure the costs of job enrichment or absenteeism. Other factors such as disciplinary incidents,

reenlistment rates, and sick call reports were not measured at all.

6. Technological and organizational constraints impose severe limits on what kinds of changes can be made to the SP job. For instance, two of the proposed changes listed in Appendix C were to mobilize close-in sentries and to recombine the security and law enforcement specialties. However, both of these ideas were eventually turned down for the reasons discussed earlier in this report. Thus the basic nature of the job, of many people locked into almost permanent sentry duty, remained unchanged.

7. Only by changing the basic structure of the job and the tasks performed can the SP career field be changed from a basically unsatisfying to a basically satisfying one. It does not appear that this will be done within the limits of current technology. However, those changes that can be made should be made, and will produce some improvement in job satisfaction. We may not be able to make security duty a pleasant job, but we can make it a better job than it is right now.

The Ellsworth experiment was a large-scale program directed and run by an outside consultation team. Let us now examine an attempt to run a local, base-level program to improve SP job satisfaction. Such an attempt was made at Minot Air Force Base, and is described in the next chapter.

## CHAPTER VI

### THE MINOT AFB JOB SATISFACTION PROJECT

At about the same time that the Air Force was conducting its field experiment at Ellsworth AFB, another northern tier SAC base at Minot, North Dakota, was making an attempt to improve the job satisfaction of its own SPs. For some time, the commander of the 57th Air Division, which included Minot and Grand Forks AFB, had been concerned about the 91st Security Police Group at Minot. Morale was low, rates of disciplinary and other problems were high, and it was clear to him as well as the 91st SPG commander that some sort of improvements were needed.

On April 13, 1976, a special Ad Hoc Study Group was formed to study job satisfaction and dissatisfaction among the SPs. The study group was made up of five officers and two noncommissioned officers, some of whom were from the 91st SPG and some from other base units. The comptroller of the 91st Strategic Missile Wing, the base host unit, was the chairman of the study group. The study was conducted in two phases with the first phase examining job satisfaction from the viewpoint of supervisors and the second phase examining it from the worker's viewpoint. Information was obtained using locally devised interviews,

questionnaires and surveys. No names were attached to any of the responses, and about 50 percent of the security police at Minot were contacted. Results of the study were made available to all levels within the chain of command from the 57th Air Division commander on down.

The study and management actions which followed it were intended as practical management tools rather than as a scientific experiment or research project. Therefore, very little "hard" data or documentation is available at this time. Nevertheless, the overall results of the study are shown below. (Staff Study/Executive Summary, 57 AD, 1976)

#### Supervisory Phase

Of sixty-five supervisors assigned to the 91st SPG, thirty-six were contacted (55 percent). They were each given a Leader Effectiveness and Adaptability Description questionnaire. The questionnaire was designed to measure the supervisor's leadership style according to the managerial grid mentioned earlier. A typical question from the questionnaire follows:

Situation: You are considering a major change. Your subordinates have a fine record of accomplishment. They respect the need for change.

##### Alternative Actions:

A. Allow group improvement in developing the change, but don't push.



B. Announce changes and then implement with close supervision.

C. Allow group to formulate its own direction.

D. Incorporate group recommendation, but you direct the change. (Hersey & Blanchard, 1973)

A supervisor who responded to the situation by choosing alternative "A" would be classified as falling into quadrant III of the managerial grid. That is, he would be low in concern for either task accomplishment or people. If he or she chose B as a response, they would be considered low on people but high in task (quadrant IV). A response of C would be high people, low task (quadrant I). Answer D would show a high concern for both people and task accomplishment (quadrant II). Appendix D shows the other questions from the questionnaire along with other reports from the Minot program.

The validity of such a questionnaire was no doubt rather weak. It would not be difficult for a respondent to spot the "right" answer among the four alternatives. Also, an answer of D might identify a wishy-washy "yes, but" supervisor as well as a highly concerned one. Furthermore, the questionnaire had originally been designed to measure not only a manager's task versus people orientation, but also his ability to adapt his style to different situations. (Hersey & Blanchard, 1973) The Minot study did not use the questionnaire to measure adaptability. Nevertheless, it was useful as a rough measurement of supervisory

attitudes. Eighty-three percent of the supervisors who took the test scored in quadrant II, showing high concern for both people and mission, leading the study group to more or less rule out supervisory attitude as a leading cause of dissatisfaction among the troops.

The personal interviews and local job satisfaction survey did reveal some problem areas however. Supervisory stability was rated as adequate or below by 52 percent of the supervisors, and as fair or poor by 47 percent. This was apparently due to low manning of supervisory positions as well as many supervisors going on extended temporary duty (TDY) assignments for various training programs.

The duty schedule was another top irritant. In August of 1975 a five and one-half to six-day work week had been imposed on all supervisors as a "temporary" measure to iron out some problems within the unit. The temporary overtime had become more or less permanent, and was still in effect in April, 1976.

Inspections of unit performance was a problem. Every level of command for every unit on base, from USAF Headquarters to individual squadrons, had its own system of periodic inspections. Such inspections required units to demonstrate their ability to rapidly load their aircraft with live nuclear warheads in case of war. During these "mass loads," extra security was needed for the many nuclear weapons which were removed from storage and loaded on aircraft. Since the SPs provided security for all units on

base, they were involved in all inspections. Not only did this create a huge load of paperwork due to inspection discrepancies for which corrective action had to be reported, but it also meant hardship for the troops. Each inspection required the "emergency recall" of all off-duty personnel to be demonstrated. With an inspection every few weeks, no one's weekend was safe.

Another threat to time off was the requirement for most unit training, appointments, and commander's calls to be accomplished during off duty hours, since security guards could not be removed from their posts during their duty hours.

Advancement to more responsible positions and selection for special training schools was perceived as being based on "politics" within the unit rather than on need or merit.

On the positive side, the supervisors expressed a high regard for their squadron and group commanders and rated their jobs as being very challenging, interesting and rewarding.

#### Worker Phase

The 91st Security Police Group had both a missile security squadron and an aircraft security squadron. Within the missile security squadron 334 people were interviewed and 185 were given job satisfaction questionnaires. Asked about their likes and dislikes on the job, 51 percent of

the missile guards said they liked their duty schedule, which consisted of three days at a site in the missile field followed by six days off. Thirteen percent liked their coworkers and the congenial atmosphere of their work environment. Fourteen percent said they liked working out in the missile field, away from the more constrained atmosphere of the main base.

Among dislikes, 13 percent cited housekeeping requirements and inspections, 10 percent cited poor use of their training time, which was scheduled during their days off, and 10 percent said they didn't like the food at the missile sites. The food consisted of "foil pack" frozen meals similar to TV dinners. Several particular job irritants were mentioned during interviews:

1. Boredom of camper security duty.
2. Haircut and uniform inspections.
3. Desire for class A phones at missile sites to enable troops to keep in touch with their families.
4. Standboard tests served more to "burn people" than as a learning experience.
5. Training and appointment schedule poor. Little chance to talk with top supervisors or discuss problems or grievances during training sessions.
6. Inspections of the barracks got more attention than maintenance and repair.
7. Lack of appreciation and recognition for good work.



8. Desire for cable TV at missile sites and AM radios in vehicles.

9. Not permitted to stop for food when driving government vehicles in missile field.

Among the aircraft security personnel 62 surveys were completed and 150 people made comments. Some things mentioned were:

1. Work schedules and lack of guaranteed time off.
2. Poor training and appointment schedules.
3. Low challenge or interest of aircraft security duty.
4. Little recognition. Lack of officer endorsements on Airman Performance Reports (APRs). Role of politics in APRs and assignments for training schools.

The aircraft guards also mentioned some "outside" factors both bothered them, including a lack of respect from other units and difficulty of finding out about what was going on elsewhere in the career field and the Air Force.

Both squadrons gave high ratings to their commanders, indicating that whatever supervisory problems existed were seen as coming from first-line supervisors or middle managers.

The study group concluded its report with a series of recommendations.

1. An action group should be formed to correct as many of the problems identified as possible.
2. New and improved schedules should be devised for work, training and appointments. Where necessary, help should be sought from other base agencies in scheduling appointments to suit the need of the troops rather than the bureaucracy.
3. The 91st SPG should establish a plans section to coordinate training requirements, work schedules, and other policies.
4. Establish forums for airmen to meet with senior personnel to discuss problems and grievances.
5. Relations with other units should be improved.
6. Top-rated APRs should be indorsed by at least one officer.
7. Job and school assignments within the unit should be based on merit and volunteers.
8. Supervisors should keep subordinates in mind when making management decisions.
9. A unit newsletter should be established to inform workers of job-related happenings elsewhere in the security police career field and the Air Force.

#### The Action Group

On July 14, 1976, the 91st Security Police Group established an "action group" to implement the recommendation of the job satisfaction study. The group was made

up of eleven security police officers and NCOs, some of whom had served on the original study group. The chairman of the action group was a major from the missile security squadron.

Between July 14 and October 21 the action group implemented or helped to implement the following changes.

1. Aircraft security was changed from a nine day on/three day off work schedule to a six day on/three day off schedule. This was made possible by arrivals of new personnel and by transferring the people to aircraft from missile security.

2. Training for aircraft guards was scheduled on the twenty-four-hour breaks between shifts rather than during three-day breaks.

3. Other base agencies agreed to help with scheduling appointments.

4. A plans section was established in the group operations branch, which was headed by a captain.

5. Forums were convened to discuss job-related problems among workers and supervisors.

6. Limited food stops were okayed for missile security personnel, subject to their supervisor's approval.

7. Recognition of good performance was increased. The group commander personally reviewed the number of favorable communications within each unit.

8. The 91st SPG offered to brief other units on the work of the security police in conjunction with an Air Force-wide PAL (Police Are Loveable) campaign.

9. Priority was given to personnel needed to upgrade and to volunteers in selecting people for special training schools.

10. Supervisors were encouraged to communicate more with their personnel.

11. A group newsletter had already been established, but it was changed so that shorter issues would come out more often.

After implementing the changes mentioned above, the action group agreed to meet again in six months to examine the results of the changes and determine how effective the program had been. They would decide what further course of action, if any, should be taken.

Unfortunately, no formal evaluation of the project ever occurred. The action group was allowed to fade away as its members became involved in other commitments. The intended meeting never actually took place. Nevertheless, the chairman of the action group, Major Scott, believes the program was successful. Morale improved noticeably after the job changes were made. One indication of an improved attitude among the troops was a dramatic drop in the number of involuntary discharges within the 91st Missile Security Squadron. In 1976, ninety-two members of the 91st MSS had been separated from the Air Force



because their behavior made them unsuitable for continued military service. In 1977, after the job changes were made, only forty-five troops received such discharges. (Scott, 1978)

This writer was a SP shift supervisor at Minot AFB during the job satisfaction program and was a member of the original study group. The writer's own observations confirm those mentioned above. A noticeable improvement occurred in the morale and general atmosphere of the unit during and after the job changes.

The program at Minot was never intended to be a scientific experiment to test the validity of anyone's theory. It may not have fit a strict definition of job enrichment. It was a base-level attempt to deal with the here-and-now problems of a particular unit and it seems to have worked.

The wider lesson of the Minot experience is that job enrichment can work without relying on teams of high-powered consultants or on special projects directed from higher headquarters. Local units can do it on their own if they go about it in a systematic manner and if the local chain of command is determined to make the project a success.

## CHAPTER VII

### SUMMARY AND CONCLUSIONS

#### Summary

It should be clear by now that Air Force security police tend to have low job satisfaction. The research discussed in this paper has identified many factors which contribute to the low morale of SPs. These factors include:

1. Poor scheduling of shift work and appointments.
2. The lonely, boring nature of sentry duty.
3. Unsympathetic supervisors.
4. Lack of recognition for good work.
5. Disrespect from outside the career field.
6. Lack of communication with commanders.
7. Uncomfortable working and living environments.
8. Lack of autonomy and authority for individual security policemen.

In recent years commanders and supervisors from Air Staff to base level have been seeking ways to improve the job satisfaction of SPs. Job enrichment has been a part of that effort. The program at Ellsworth and Minot have revealed several positive findings about job enrichment:

1. Systematic efforts to redesign the jobs of security policemen do lead to higher levels of job satisfaction among the workers. Improvements also occur in absenteeism, work motivation, and discharge rates.

2. Worker participation is an effective ingredient in job redesign. The troops themselves are the most logical source of information for deciding what job changes are most likely to raise their satisfaction on the job.

3. Not all workers respond to job enrichment equally. Workers for whom personal growth is important will respond more readily to an enriched job than those for whom personal growth is not important.

4. It is possible for a base or unit to implement a job enrichment program on its own. While support from all levels of command is essential to the success of any program, such efforts need not be directed or controlled by outsiders. Local commanders can do it themselves if they go about it seriously and systematically, and if information and support are available from higher headquarters.

5. When the workers participate in job enrichment programs, at least as many of their suggestions for job changes will concern extrinsic factors like supervision and working conditions as will concern the nature of the work itself. However, those job changes which affect the work itself and increase the worker's autonomy tend to yield the highest returns in terms of increased job

satisfaction. In practical terms, however, fine distinctions between intrinsic and extrinsic job factors are of little importance. If it works, do it.

Job enrichment has become a trend in Air Force management, including security police units. A job enrichment program is now underway for the SPs at Wright-Patterson AFB, and Lieutenant Colonel Umstot plans to lead a project for the SPs at Patrick AFB, Florida in September of 1978. (Umstot, 1978)

Future job enrichment projects will stress local direction and control. According to a recent directive from USAF Headquarters,

Foremost, the commander or functional manager having immediate control over the work center in which the project is being conducted must be considered the client for whom the job enrichment manager works. The client must be free to accept, reject or stop the project at any time. This will give the client the sense of ownership or control over the project which is a prerequisite for the commitment necessary to make the project a success. (Morris, 1978)

It is likely that many security police units will be participating in job enrichment in the future, and that local control will be a feature of such projects.

### Conclusions

While job enrichment may be an effective treatment for the ills of the security career field, it is by no means a cure. The results of the Ellsworth experiment indicated that while job satisfaction improved after the job changes were implemented, job satisfaction for SPs remained well



below that of their civilian counterparts. It would appear that the basic nature of security work remained unsatisfying even after the job was enriched.

The cost-effectiveness of job enrichment is still open to question. How much does it cost to enrich a security policeman's job? Does job enrichment produce enough savings from such things as reduced absenteeism, disciplinary problems and similar factors to justify its cost to the Air Force? Future research on job enrichment should seek to measure the costs and benefits of job enrichment as well as its effectiveness in raising satisfaction.

The job changes at Ellsworth and Minot naturally were limited to those things which local commanders had the authority to change. Large changes had to be referred to higher headquarters where they met with only limited approval. Two very basic changes were suggested at Ellsworth only to be disapproved by SAC or Air Force Headquarters. These two suggestions were to consolidate the law enforcement and security and security specialties, and to eliminate the posting of close-in sentries on foot. (See Appendix B.)

Recall that Tartell and DiTullio recommended the continued separation of the two specialties in 1974, shortly before the Ellsworth experiment. Their recommendation made sense from the standpoint of job simplification, but was contrary to the idea of job enrichment, which stresses wider task variety and increased autonomy for each worker.

If the Air Force is really serious about enriching the jobs of security police the consolidation of these two specialities warrants a close examination. Consolidating the two career fields in name only would be useless. In order for such a consolidation to be meaningful, all SPs would have to be given opportunities to perform tasks in aircraft security, missile security, and law enforcement on a fairly regular basis. This might be accomplished through some form of job rotation, but would present enormous problems in scheduling and planning, especially at bases like Ellsworth or Minot which require only a few law enforcement personnel contrasted with large numbers of security posts. Another approach might be to initially assign all security policemen to security duty, and provide opportunities to cross-train into the more popular law enforcement specialty as a reward for increasing seniority and job performance. Security specialists could be allowed to attend some of the special training programs now reserved for law enforcement specialists. Such programs include training in investigations, traffic control, corrections, and other types of police work. There are hardly any such special training opportunities now available to security personnel.

The proposal to eliminate close-in foot sentries from aircraft security was rejected largely due to the results of the Castle test. The rejection was based on the fact that only foot sentries could intercept an

intruder in less than ten seconds, but how much does that ten-second response time really mean? If terrorists wish to destroy a parked aircraft and its contents, they need not enter the parking area at all. They need only open fire with long-range weapons such as mortars or recoilless rifles which many terrorist groups are known to possess. A foot sentry would be useless against such an attack.

If the intruders wish to hijack or take possession of a plane or nuclear weapon, they will require much more than ten seconds to remove it from the area or prepare to defend it against a counter attack if they choose to stand and fight. Such a counter attack could best be provided by mounted troops from outside the parking area since the SPs within the area could be easily killed by standoff weapons before the terrorists make their assault.

The ten-second time between first alarm and when the intruders could reach a plan could be extended by any of several means. Extra fences and other physical barriers could be installed. Sensors could be moved out from the thirty-foot clear zone to provide earlier warning. Lighting could be improved to illuminate the areas beyond the thirty-foot zone.

Since the Castle test was performed, many changes have already been made in security equipment and procedures. Alarms have been put on individual aircraft. Lighting and fencing have been improved. Numbers of vehicle patrols and sizes of response forces have been increased. In

light of these changes and of possible future changes, the possibility of mobilizing close-in sentries deserves a closer look. More tests such as the one at Castle AFB should be conducted, and should include a variety of technological alternatives as well as different ways of posting sentries.

Job enrichment can be a useful tool in improving the job satisfaction of security police in the Air Force. It can be done locally, and works well when workers participate in the change process. Although its cost-effectiveness has not been carefully evaluated, it does appear to reduce costly personnel problems such as absenteeism and involuntary discharges. However, job satisfaction among SPs will remain low as long as the basic nature of the work remains unchanged. Two such basic changes would be to consolidate the security and law enforcement career fields and to mobilize close-in sentries. Past research and current policy preclude either of these changes, but they deserve further consideration. It is easy to find the reasons why change is impossible. The challenge is to find ways to make the changes that are necessary.

This concludes the thesis. Hopefully it has provided the reader with a clearer understanding of the security police career field, the technique of job enrichment, and how they relate to each other. It may also provoke further discussion and research into Air Force security at a time when the threats to security are greater



than ever. This writer has enjoyed the research project, and especially the opportunity to work and share ideas with the many people who aided the preparation of this thesis.

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APPENDIX A  
JOB DIAGNOSTIC SURVEY



PRIVACY ACT STATEMENT

In accordance with paragraph 30, AFR 12-35, Air Force Privacy Act Program, the following information is provided as required by the Privacy Act of 1974:

A. This survey information is authorized for solicitation by Federal Statute Title 10, United States Code, Section 8012, Executive Order 9397, 22 Nov 43, DODI 1100.13. 17 Apr 68, and AFR 178-9, 9 Oct 73.

B. The principal purpose for which this survey will be used is to evaluate the specific motivational characteristics of your job in order to conduct a Job Enrichment Field Test.

C. Routine use in addition to above will include comparison of Security Police job satisfaction data with other career fields.

D. Participation in this survey is voluntary.

E. No adverse action of any kind may be taken against any individual who elects not to participate in any or all of this survey.

## J O B   D I A G N O S T I C   S U R V E Y

This questionnaire was developed as part of a Yale University study of jobs and how people react to them. The questionnaire helps to determine how jobs can be better designed, by obtaining information about how people react to different kinds of jobs.

On the following pages you will find several different kinds of questions about your job. Specific instructions are given at the start of each section. Please read them carefully. It should take no more than 25 minutes to complete the entire questionnaire. Please move through it quickly.

The questions are designed to obtain your perceptions of your job and your reactions to it.

There are no "trick" questions. Your individual answers will be kept completely confidential. Please answer each item as honestly and frankly as possible.

Thank you for your cooperation and participation.

## SECTION ONE

This part of the questionnaire asks you to describe your job, as objectively as you can.

Please do not use this part of the questionnaire to show how much you like or dislike your job. Questions about that will come later. Instead, try to make your descriptions as accurate and as objective as you possibly can.

A sample question is given below.

- A. To what extent does your job require you to work with mechanical equipment?

1	2	3	4	5	6	7
Very little; the job requires almost no contact with mechanical equipment of any kind.			Moderately	Very much; the job requires almost constant work with mechanical equipment.		

You are to circle the number which is the most accurate description of your job.

If, for example, your job requires you to work with mechanical equipment a good deal of the time—but also requires some paperwork—you might circle the number six, as was done in the example above.

If you do not understand these instructions, please ask for assistance. If you do understand them, turn the page and begin.

1. To what extent does your job require you to work closely with other people (either "clients," or people in related jobs in your own organization)?

1—2—3—4—5—6—7

Very little; dealing with other people is not at all necessary in doing the job.

Moderately; some dealing with others is necessary.

Very much; dealing with other people is an absolutely essential and crucial part of doing the job.

2. How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

1—2—3—4—5—6—7

Very little; the job gives me almost no personal "say" about how and when the work is done.

Moderate autonomy; many things are standardized and not under my control, but I can make some decisions about the work.

Very much; the job gives me almost complete responsibility for deciding how and when the work is done.

3. To what extent does your job involve doing a "whole and identifiable piece of work?" That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?

1—2—3—4—5—6—7

My job is only a tiny part of the overall piece of work; the results of my activities cannot be seen in the final product or service.

My job is a moderate-sized "chunk" of the overall piece of work; my own contribution can be seen in the final outcome.

My job involves doing the whole piece of work, from start to finish; the results of my activities are easily seen in the final product or service.



4. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents?

1-----2-----3-----4-----5-----6-----7

Very little; the job requires me to do the same routine things over and over again.

Moderate variety

Very much; the job requires me to do many different things, using a number of different skills and talents

5. In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the the lives or well-being of other people?

1-----2-----3-----4-----5-----6-----7

Not very significant; the outcomes of my work are not likely to have important effects on other people.

Moderately significant.

Highly significant; the outcomes of my work can affect other people in very important ways.

6. To what extent do managers or co-workers let you know how well you are doing on your job?

1-----2-----3-----4-----5-----6-----7

Very little; people almost never let me know how well I am doing.

Moderately; sometimes people may give me "feedback;" other times they may not.

Very much; managers or co-workers provide me with almost constant "feedback" about how well I am doing.

7. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing—aside from any "feedback" co-workers or supervisors may provide?

1—2—3—4—5—6—7

Very little; the job itself if set up so I could work forever without finding out how well I am doing.

Moderately; sometimes doing the job provides "feedback" to me; sometimes it does not.

Very much; the job is set up so that I get almost constant "feedback" as I work about how well I am doing.

## SECTION TWO

Listed below are a number of statements which could be used to describe a job.

You are to indicate whether each statement is an accurate or an inaccurate description of your job.

Once again, please try to be as objective as you can in deciding how accurately each statement describes your job—regardless of whether you like or dislike your job.

Write a number in the blank beside each statement, based on the following scale:

How accurate is the statement in describing your job?

1	2	3	4	5	6	7
Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Uncertain	Slightly Accurate	Mostly Accurate	Very Accurate

- \_\_\_ 1. The job requires me to use a number of complex or high-level skills.
- \_\_\_ 2. The job requires a lot of cooperative work with other people.
- \_\_\_ 3. The job is arranged so that I do not have the chance to do an entire piece of work from beginning to end.
- \_\_\_ 4. Just doing the work required by the job provides many chances for me to figure out how well I am doing.
- \_\_\_ 5. The job is quite simple and repetitive.
- \_\_\_ 6. The job can be done adequately by a person working alone—without talking or checking with other people.
- \_\_\_ 7. The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.
- \_\_\_ 8. This job is one where a lot of other people can be affected by how well the work gets done.
- \_\_\_ 9. The job denies me any chance to use my personal initiative or judgement in carrying out the work.

- \_\_\_ 10. Supervisors often let me know how well they think I am performing the job.
- \_\_\_ 11. The job provides me the chand to completely finish the pieces of work I begin.
- \_\_\_ 12. The job itself provides very few clues about whether or not I am performing well.
- \_\_\_ 13. The job gives me considerable opportunity for independance and freedom in how I do the work.
- \_\_\_ 14. The job itself is not very significant or important in the broader scheme of things.



## SECTION THREE

Now please indicate how you personally feel about your job.

Each of the statements below is something that a person might say about his or her job. You are to indicate your own, personal feelings about your job by marking how much you agree with each of the statements.

Write a number in the blank for each statement, based in this scale:

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

- \_\_\_ 1. It's hard, on this job, for me to care very much about whether or not the work gets done right.
- \_\_\_ 2. My opinion of myself goes up when I do this job well.
- \_\_\_ 3. Generally speaking, I am very satisfied with this job.
- \_\_\_ 4. Most of the things I have to do on this job seem useless or trivial.
- \_\_\_ 5. I usually know whether or not my work is satisfactory on this job.
- \_\_\_ 6. I feel a great sense of personal satisfaction when I do this job well.
- \_\_\_ 7. The work I do on this job is very meaningful to me.
- \_\_\_ 8. I feel a very high degree of personal responsibility for the work I do on this job.
- \_\_\_ 9. I frequently think of quitting this job.
- \_\_\_ 10. I feel bad and unhappy when I discover that I have performed poorly on this job.
- \_\_\_ 11. I often have trouble figuring out whether I'm doing well or poorly on this job.
- \_\_\_ 12. I feel I should personally take the credit or blame for the results of my work on this job.

- \_\_\_ 13. I am generally satisfied with the kind of work I do in this job.
- \_\_\_ 14. My own feelings generally are not affected much one way or the other by how well I do on this job.
- \_\_\_ 15. Whether or not this job gets done right is clearly my responsibility.

## SECTION FOUR

Now please indicate how satisfied you are with each aspect of your job listed below. Once again, write the appropriate number in the blank beside each statement.

How satisfied are you with the aspect of your job?

- |                        |              |                       |         |                    |           |                     |
|------------------------|--------------|-----------------------|---------|--------------------|-----------|---------------------|
| 1                      | 2            | 3                     | 4       | 5                  | 6         | 7                   |
| Extremely Dissatisfied | Dissatisfied | Slightly Dissatisfied | Neutral | Slightly Satisfied | Satisfied | Extremely Satisfied |
- \_\_\_ 1. The amount of job security I have.
  - \_\_\_ 2. The amount of pay and fringe benefits I receive.
  - \_\_\_ 3. The amount of personal growth and development I get in doing my job.
  - \_\_\_ 4. The people I talk to and work with on my job.
  - \_\_\_ 5. The degree of respect and fair treatment I receive from my boss.
  - \_\_\_ 6. The feeling of worthwhile accomplishment I get from doing my job.
  - \_\_\_ 7. The chance to get to know other people while on the job.
  - \_\_\_ 8. The amount of support and guidance I receive from my supervisor.
  - \_\_\_ 9. The degree to which I am fairly paid for what I contribute to this organization.
  - \_\_\_ 10. The amount of independent thought and action I can exercise in my job.
  - \_\_\_ 11. How secure things look for me in the future in this organization.
  - \_\_\_ 12. The chance to help other people while at work.
  - \_\_\_ 13. The amount of challenge in my job.
  - \_\_\_ 14. The overall quality of the supervision I receive in my work.

## SECTION FIVE

Now please think of the other people in your organization who hold the same job you do. If no one has exactly the same job as you, think of the job which is most similar to yours.

Please think about how accurately each of the statements describes the feelings of those people about the job.

It is quite all right if your answers here are different from when you described your own reactions to the job. Often different people feel quite differently about the same job.

Once again, write a number in the blank for each statement, based on this scale:

How much do you agree with the statement?

- |                      |          |                      |         |                   |       |                   |
|----------------------|----------|----------------------|---------|-------------------|-------|-------------------|
| 1                    | 2        | 3                    | 4       | 5                 | 6     | 7                 |
| Disagree<br>Strongly | Disagree | Disagree<br>Slightly | Neutral | Agree<br>Slightly | Agree | Agree<br>Strongly |
- 
- \_\_\_ 1. Most people on this job feel a great sense of personal satisfaction when they do the job well.
  - \_\_\_ 2. Most people on this job are very satisfied with the job.
  - \_\_\_ 3. Most people on this job feel that the work is useless or trivial.
  - \_\_\_ 4. Most people on this job feel a great deal of personal responsibility for the work they do.
  - \_\_\_ 5. Most people on this job have a pretty good idea of how well they are performing their work.
  - \_\_\_ 6. Most people on this job find the work very meaningful.
  - \_\_\_ 7. Most people on this job feel that whether or not the job gets done right is clearly their own responsibility.
  - \_\_\_ 8. People on this job often think of quitting.
  - \_\_\_ 9. Most people on this job feel bad or unhappy when they find that they have performed the work poorly.
  - \_\_\_ 10. Most people on this job have trouble figuring out whether they are doing a good or a bad job.



## SECTION SIX

Listed below are a number of characteristics which could be present on any job. People differ about how much they would like to have each one present in their own jobs. We are interested in learning how much you personally would like to have each one present in you job.

Using the scale below, please indicate the degree to which you would like to have each characteristic present in you job.

NOTE: The numbers on this scale are different from those used in previous scales.

4-----5-----6-----7-----8-----9-----10
<div style="display: inline-block; width: 33%; vertical-align: top;"> <p>Would like having this only a moderate amount (or less)</p> </div> <div style="display: inline-block; width: 33%; vertical-align: top;"> <p>Would like having this very much</p> </div> <div style="display: inline-block; width: 33%; vertical-align: top;"> <p>Would like having this <u>extremely</u> much</p> </div>

- \_\_\_ 1. High respect and fair treatment from my supervisor.
- \_\_\_ 2. Stimulating and challenging work.
- \_\_\_ 3. Chances to exercise independent thought and action in my job.
- \_\_\_ 4. Great job security.
- \_\_\_ 5. Very friendly co-workers.
- \_\_\_ 6. Opportunities to learn new things from my work.
- \_\_\_ 7. High salary and good fringe benefits.
- \_\_\_ 8. Opportunities to be creative and imaginative in my work.
- \_\_\_ 9. Quick promotions.
- \_\_\_ 10. Opportunities for personal growth and development in my job.
- \_\_\_ 11. A sense of worthwhile accomplishment in my work.

## SECTION SEVEN

People differ in the kinds of jobs they would most like to hold. The questions in this section give you a chance to say just what it is about a job that is most important to you.

For each question, two different kinds of jobs are briefly described. You are to indicate which of the jobs you personally would prefer—if you had to make a choice between them.

In answering each question, assume that everything else about the jobs is the same. Pay attention only to the characteristics actually listed.

Two examples are given below:

**JOB A**

A job requiring work  
with mechanical equipment  
most of the day

1-----2-----3-----4-----5

Strongly Slightly Neutral Slightly Strongly  
Prefer A Prefer A Prefer B Prefer B

If you like working with people and working with equipment equally well, you would circle the number 3, as has been done in the example

\* \* \*

Here is another example. This one asks for a harder choice--between two jobs which both have some undesirable features.

**JOB A**

A job requiring you to expose yourself to considerable physical danger.

1-----2-----3-----4-----5

Strongly Slightly Neutral Slightly Strongly  
Prefer A Prefer A Prefer B Prefer B

If you would slightly prefer rishing physical danger to working far from your home, you would circle number 2, as has been done in the example.

**JOB B**

A job requiring work  
with other people most  
of the day

**JOB B**

A job located 200 miles  
from your home and family.

Please ask for assistance if you do not understand exactly how to do these questions.

JOB AJOB B

1. A job where the pay is very good.

A job where there is considerable opportunity to be creative and innovative.

1 ————— 2 ————— 3 ————— 4 ————— 5

Strongly Prefer A      Slightly Prefer A      Neutral      Slightly Prefer B      Strongly Prefer B

2. A job where you are often required to make important decisions

A job with many pleasant people to work with.

1 ————— 2 ————— 3 ————— 4 ————— 5

Strongly Prefer A      Slightly Prefer A      Neutral      Slightly Prefer B      Strongly Prefer B

3. A job in which greater responsibility is given to those who do the best work

A job in which greater responsibility is given to loyal employees who have the most seniority.

1 ————— 2 ————— 3 ————— 4 ————— 5

Strongly Prefer A      Slightly Prefer A      Neutral      Slightly Prefer B      Strongly Prefer B

4. A job in an organization which is in financial trouble—and might have to close down within the year.

A job in which you are not allowed to have any say whatever in how your work is scheduled, or in the procedures to be used in carrying it out.

1 ————— 2 ————— 3 ————— 4 ————— 5

Strongly Prefer A      Slightly Prefer A      Neutral      Slightly Prefer B      Strongly Prefer B

5. A very routine job.

A job where your co-workers are not very friendly.

1 ————— 2 ————— 3 ————— 4 ————— 5

Strongly Prefer A      Slightly Prefer A      Neutral      Slightly Prefer B      Strongly Prefer B

JOB AJOB B

6. A job with a supervisor who is often very critical of you and your work in front of other people.

A job which prevents you from using a number of skills that you worked hard to develop.

1-----2-----3-----4-----5

Strongly  
Prefer A

Slightly  
Prefer A

Neutral

Slightly  
Prefer B

Strongly  
Prefer B

7. A job with a supervisor who respects you and treats you fairly.

A job which provides constant opportunities for you to learn new and interesting things.

1-----2-----3-----4-----5

Strongly  
Prefer A

Slightly  
Prefer A

Neutral

Slightly  
Prefer B

Strongly  
Prefer B

8. A job where there is a real chance you could be laid off.

A job with very little chance to do challenging work.

1-----2-----3-----4-----5

Strongly  
Prefer A

Slightly  
Prefer A

Neutral

Slightly  
Prefer B

Strongly  
Prefer B

9. A job in which there is a real chance for you to develop new skills and advance in the organization.

A job which provides lots of vacation time and an excellent fringe benefit package.

1-----2-----3-----4-----5

Strongly  
Prefer A

Slightly  
Prefer A

Neutral

Slightly  
Prefer B

Strongly  
Prefer B

10. A job with little freedom and independence to do your work in the way you think best.

A job where the working conditions are poor.

1-----2-----3-----4-----5

Strongly  
Prefer A

Slightly  
Prefer A

Neutral

Slightly  
Prefer B

Strongly  
Prefer B



JOB AJOB B

11. A job with very satisfying team-work

A job which allows you to use your skills and abilities to the fullest extent.

1-----2-----3-----4-----5  
Strongly Slightly Neutral Slightly Strongly  
Prefer A Prefer A Prefer B Prefer B

12. A job which offers little or no challenge.

A job which requires you to be completely isolated from co-workers.

1-----2-----3-----4-----5  
Strongly Slightly Neutral Slightly Strongly  
Prefer A Prefer A Prefer B Prefer B

BIOGRAPHICAL DATA

All information in this section will be held in the strictest confidence; no one in your organization will have access to individual responses.

1. Sex:        Male \_\_\_\_\_ Female \_\_\_\_\_
2. Age (Check one):  
       \_\_\_\_\_ Under 20                                \_\_\_\_\_ 40 - 49  
       \_\_\_\_\_ 20 - 29                                \_\_\_\_\_ 50 - 59  
       \_\_\_\_\_ 30 - 39                                \_\_\_\_\_ 60 or over
3. Marital Status: Single \_\_\_\_\_ Married \_\_\_\_\_
4. Education (Check highest level):  
       \_\_\_\_\_ Grade School                                \_\_\_\_\_ Business or tech  
       \_\_\_\_\_ Some high school                                school diploma  
       \_\_\_\_\_ High school diploma                                \_\_\_\_\_ College degree  
       \_\_\_\_\_ Some business or tech                                \_\_\_\_\_ Some graduate work  
       school                                                        \_\_\_\_\_ Masters or higher  
       \_\_\_\_\_ Some college                                                degree
5. Grade: \_\_\_\_\_
6. AFSC: 811XO \_\_\_\_\_ 811XOA \_\_\_\_\_
7. Time at Unit: \_\_\_\_\_
8. Time in Job: \_\_\_\_\_
9. Time in Service: \_\_\_\_\_
10. Residence: \_\_\_\_\_ Barracks \_\_\_\_\_ On-base \_\_\_\_\_ Off-base
11. Childhood Residence: City \_\_\_\_\_ Suburb \_\_\_\_\_ Rural \_\_\_\_\_
12. Did you take this survey in February? Yes \_\_\_\_\_ No \_\_\_\_\_
13. Did you take this survey in May? Yes \_\_\_\_\_ No \_\_\_\_\_
14. Were you a volunteer for Security Specialist duty?  
       \_\_\_\_\_ Yes                                \_\_\_\_\_ No

APPENDIX B  
ELLSWORTH AFB JOB CHANGE PROPOSALS

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS STRATEGIC AIR COMMAND  
OFFUTT AIR FORCE BASE, NEBRASKA, 68113



REPLY TO  
ATTN OF: SP

SUBJECT: Job Enrichment Field Test

TO: AIG 708

1. Job Enrichment is basically a technique or strategy for going about the redesign of work. The process of Job Enrichment or restructuring of work has two major purposes: (a) to more fully use the talents or capabilities of the workers thereby increasing the economic effectiveness of the unit; and (b) to provide greater interest in or satisfaction from the work for the people doing it.

2. A Job Enrichment field test was conducted at Ellsworth AFB to determine if security police working conditions could be modified to enable individuals to assume greater personal responsibility and to remove irritants blocking improved efficiency. Some concepts did emerge that might prove useful in other units and are outlined below for information and action as you deem appropriate.

a. All personnel must understand the purpose behind the actions required of them. For example, once briefed on the vulnerability of taxiing aircraft, security police can see the part they play as distant support sentries during emergency security operations. When unusual events occur that impact on security posture, every effort must be made to explain the cause.

b. Security personnel should be permitted to perform some flightline law enforcement functions, such as traffic control.

c. All personnel should be briefed on projected technological improvements (sensors, automated entry control, etc.), and how and when these actions will affect them personally.

d. Personnel who are not performing a detection and assessment role should be allowed use of commercial radios.

e. Use of sentry shelters should be based upon locally determined weather conditions.

f. Post instructions must be clear and concise. Supervisors should solicit the assistance of posted sentries in the preparation of these orders. Items such as procedures governing the admittance of emergency vehicles to a restricted area should be carefully explained. Related areas, such as an oncoming sentry's prerogative in refusing to assume responsibility for a dirty post or damaged vehicle, should also be addressed.

g. Work relationships between CSC, MMS, job control, etc., should be simplified. Direct contact at the working level should be emphasized whenever possible.

h. Consideration should be given to the semi-permanent assignment of personnel to WSA entry controller and alarm monitor. This would help develop a comprehensive knowledge of opening and closing procedures and alarm system operation. Peripheral duties assigned to SP personnel, such as insuring the security of MMS key safe, should be reviewed, and where possible, transferred to the using agency.

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i. Decisions should be made at lowest possible level. For example, the WSA supervisor should be able to schedule meal breaks for area personnel.

j. Insure all personnel have ready access to directives required in performance of their duty.

k. When manning permits, allow personnel to attend typing classes or rotate through special positions such as comm/plotter trainee.

l. Insure manning of SP support sections, such as the armory, is scheduled to meet the demands imposed by flight schedules.

m. Individual responsibility for equipment and supplies should be stressed. Ellsworth was extremely successful in reducing abuse of issued ammunition by allowing each individual to load their own magazines and coding them in the same manner as their personal weapon. They are then issued their weapon and their ammunition.

n. The establishment of a mobile minor maintenance team by the local Transportation Squadron that could perform simple vehicle repairs in the missile field improved the unit's in-commission rate.

o. Personnel serving in management positions such as FSC or comm/plotter should have wide experience as an operational supervisor, i.e., SAT leader, etc.

p. Location of phones, typewriters, etc, should permit operation of all vital elements by a desk sergeant, comm/plotter, etc., without leaving their seat.

q. Observe squad integrity in the working environment.

r. Do not require verbatim recitation of directives during standboard/evaluation testing. Individuals being tested should be allowed to describe required procedures in their own words.

s. Insure new personnel are interviewed by the unit Superintendent and Chief of Security Police.

t. Overhead positions should be advertised in ops bulletins, etc., so all qualified personnel have equal access to these positions.

u. Insure first-line supervisors are aware of their responsibilities and prerogatives.

v. Non-effectives must be effectively employed and eliminated as soon as possible.

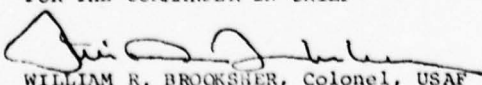
w. Insure SAT tactics are consistent with SP tactics taught at the SP Academy.

x. Off-base patrols should be allowed to stop for coffee as long as weapons are properly secured.

y. Consolidate appointments on scheduled training days.

3. Of the 126 proposals made during the test, the unit commander implemented 60% of them immediately, began work to implement another one-third and disapproved only six. These statistics prove the point that an advantage of Job Enrichment requires the operational manager to take a hard look at what the unit is doing and provides a catalyst for change. In summary, Job Enrichment is not a panacea for our problems and it will not serve as a substitute for GOOD management.

FOR THE COMMANDER IN CHIEF

  
WILLIAM R. BROOKSHER, Colonel, USAF  
Chief of Security Police

1 Atch  
Job Enrichment Field  
Test Proposals

#### AIRCRAFT SECURITY

1. Brief SP's on current situation, inform on scramble cause, and conduct orientation of AC and its mission--morale rides if possible.

STATUS: Implemented 15 April 76.

PROCEDURES: SPG Training Branch has developed a lesson plan to inform newly assigned SP's of the mission of the 28th Bomb Wing. The lesson plan explains "scramble" procedures used by aircrews. When possible, new arrivals are shown a practice "scramble".

The tactical flying squadron has developed a slide brief depicting their mission to be shown to security police on training days. A tour of the aircraft is included in the program. Attendance by SP's is optional.

The A Flight Shift Supervisor, since June 1975, has been arranging morale rides for SP's. The procedure: Obtain the permission of the 28th Bomb Wing commander for KC-135 flights. At present time, an agreement has been made between the 28th ARS Operations Officer and the A Flight Shift Supervisor where-by a phone call will initiate paper work enabling an SP to get on an orientation flight.

PROBLEMS: Viewing of "scrambles" cannot be scheduled. Additionally, new personnel are assigned midnight duty for a minimum of 60 days. During this period few scrambles are initiated, and without practice scrambles many SP's become unfamiliar with scramble procedures.

The briefing by the 4 ACCS on their mission was attended only by volunteers. A lack of participation on the part of the SP's dampened the beneficial effect created by the tactical squadron.

Time, equipment, training, and scheduling make morale flights difficult to arrange. SP's often cannot get the flight they desire because they perform duty and flights are often incompatible with days off. There is also a lack of equipment, i.e., helmets, flying suits, headsets, survival gear, and winter clothing. SP's cannot go on B-52 missions without specialized physiological training, which is difficult to schedule. Finally, the flying schedule is published on Friday; SP's receive the schedule on Monday, leaving only Thursday, their "Training Day" to fly. The two day period of time allows for the procurement of flying suits, helmets, and obtaining wing commander approval.

RECOMMENDATION: Implement SAC wide.

SAC COMMENT: The briefings should be given during training, and guardmount or as operational requirements dictate. Morale rides must be coordinated at the local level.

2. Brief all incoming personnel on the complete security system prior to having them perform duty on flight.

STATUS: Implemented 15 April 76.

PROCEDURES: The SPS has set up a procedure that will acquaint an individual with the complete security system prior to performing duty on flight. After initial assignment to the SPG, the individuals designated to perform aircraft security duties are briefed by the NCOIC of Aircraft Security on the operations of the flight, shift work hours, and are given a tour of all posts. Then they go through three weeks of training. After the completion of training, the NCOIC of Aircraft Security briefs personnel on the many types of posts, duties associated with the posts, and the proper use and care of sentry shelters. Once assigned to flight, personnel receive a work center briefing checklist. When manning permits, new individuals are put on a post with an experienced guard who in turn further explains the security procedures to his/her peer.

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PROBLEM: Manpower does not always permit the flight chiefs to assign two men to a post to more easily accommodate the new security specialist to the job.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: These briefings are required to be conducted prior to assigning personnel to duty.

3. Allow SP to perform IE function on flightline.

STATUS: Implemented 1 July 1976.

PROCEDURES: All supervisors have been issued ticket books, and have been trained IAW directives covering the issuance of tickets.

PROBLEMS: There are not enough radar guns available for use by security personnel. All are not trained in the use of the radar guns. Security, not law enforcement, must remain the prime concern of aircraft security personnel.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: While security is the prime function of 811X0's there is no prohibition against security specialists performing certain IE functions. Violations of approved directives and UCMJ requirements should be corrected or reported when observed.

4A. Add caveat system to all ECP's.

SAC COMMENT: Recommended for implementation, however, we do not currently have such a system that has proven operationally successful. Several systems are presently being tested and will become a part of the overall sensor system when proven operationally. Earliest availability of such a system is estimated to be 1981.

4B. Give cypher lock codes to all SP's.

STATUS: Implemented 15 April 1976.

PROCEDURES: Through the operations bulletin, flight chiefs and comm/plotters were informed that they should make the codes available to aircraft security and law enforcement personnel.

PROBLEMS: There were no problems in passing out the codes, however, with a high number of SP's receiving the cypher lock each day, the code was frequently compromised. Currently CSC disseminates the code only in emergency situations.

SAC COMMENT: The number of personnel with access to cypher lock codes should be limited to those with a right and need to know.

5. Allow aircraft flights to mobilize CIS.

STATUS: Implemented prior to job enrichment program.

PROCEDURES: When extra vehicles are available, the CIS in the BAA are mobilized insuring at least one CIS is on foot at all times.

PROBLEMS: Insufficient vehicles are currently authorized for continued use of this concept.

RECOMMENDATION: Do not implement.

SAC COMMENT: This concept was disapproved after conducting several tests which proved the concept to be ineffective.



6. Delete SAT member in "A" area and have current SAT leader ride with supervisor.

SAC COMMENT: No. This proposal limits the number of response teams, restricts the area supervisor's capabilities, limits available firepower to protect the resources. Additionally, reductions in manpower hamper the unit's ability to fulfill mission requirements under emergency security operations.

7. Provide direct communications between SAT supervisors and towers, and maintain access forms at the ECP.

SAC COMMENT: No. Direct communications between SAT/Supervisors and the control towers would require additional radios and is not cost effective. A direct line between CSC and the control tower is currently required and should be capable of providing adequate communications.

8. Change challenge procedures to require saluting after checking out the individuals desiring access, and allow test groups to use personal recognition for multiple entries to controlled areas.

STATUS: Implemented 9 April 1976.

PROCEDURES: Special security instructions have been revised to allow personal recognition in conjunction with a line badge in all areas except priority A areas.

PROBLEMS: Local policy dictates use of ID in the A area and is considered "good" security.

SAC COMMENT: Concur with procedures.

9. Add gate shacks to all gates, and secure enclosed posting vehicles for posting purposes. Move ECP shacks to the middle of the road, one way glass, improve lighting, and put up stop signs.

STATUS: Implemented partially 15 April 1976. Gate shacks have been installed at all gates.

PROCEDURES: Work orders were submitted to DE Plans and Programming Branch for ECP gate shack improvement and repositioning, erecting additional stop signs, and improving lighting. The Squadron VCO has forwarded a request for the allocation of enclosed vehicles of the Chevrolet "suburban" type to be used for posting.

PROBLEMS: Currently suburban type posting vehicles are not authorized for SP's, nor are they available.

RECOMMENDATION: Security Police be authorized enclosed "Suburban or Blazer" type vehicles for patrol and posting at northern tier bases.

SAC COMMENT: Testing and evaluation of commercial carryall type vehicles are scheduled or in progress at four USAF units. The test will be for six months. Minot AFB is the SAC test unit.

10A. Allow ECP's and CIS to read and listen to radios on post at selected locations.

SAC COMMENT: This proposal was not recommended for implementation initially. However, this position was later reversed by USAF/SPO letter dated 10 May 76, subject: Use of commercial radios by SP units and by SAC/SPO letter, 26 May 76. The policy letter states in part, "there is no objection to permitting guard force personnel, who are not performing a detection and assessment role, the use of commercial radios". Detection and assessment are two separate and distinct job requirements. For example, the posted foot sentry whose hearing and sight are critical to his effectiveness obviously would not qualify. On the other hand, personal radios may be permitted where keen hearing alone is not vital to detect an intruder's presence, such as entry controllers, alarm monitors, vehicle patrols, area supervisors, master surveillance and control facility (MSCF) operators, and comm/plotters. There are certain guidelines which must be followed. The unit should insure that these guidelines are adhered to when implementing the policy.



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10E. Also revise temperature requirements for use of gate shacks.

STATUS: Implemented. Local commander makes the decision.

PROCEDURES: A local OI was drafted with reference to AFR's, SAC Sups and messages. It outlines revised temperature guidelines for supervisors to use when authorizing or denying use of shelters.

SAC COMMENTS: Concur.

11. Eliminate numbering system for flak vest/helmets to speed up changeover.

STATUS: No, cost prohibits.

12. Give SP more control over civilians on flightline.

STATUS: Implemented 15 April 1976. See #3 above.

13. Insure that SSI's clarify who may deviate from established procedures and incorporate clear directions to the SP involved on reporting procedures, etc.

STATUS: Implemented 1 May 1976.

PROCEDURES: SSI's were rewritten to clearly define emergency vehicles, and explain the special entry requirements procedures associated with them.

RECOMMENDATION: Implement SAC WIDE.

SAC COMMENTS: Concur with procedures.

14. Erect bunkers within controlled area.

STATUS: Not implemented. These bunkers serve little or no purpose as security police are not posted in them, but would offer cover to enemy.

15. Allow CIS/SP's to determine acceptability of post at changeover with priority maintenance.

STATUS: Implemented 15 April 1976.

PROCEDURES: CIS/SP's have the authority, as stated in their SSI's to refuse to accept a dirty post. This is normal procedure. If major maintenance is required CSC has been instructed to contact DE to obtain a work order to repair the discrepancy.

PROBLEMS: SPS does not always receive emergency priority maintenance on gate shacks. This results in gate shacks remaining in need of repair for extended periods of time.

RECOMMENDATION: Implement Air Force WIDE.

SAC COMMENTS: Concur with procedures.

16. Brief base units of base security procedures and standardize penalties for violations. Require aircrews and maintenance to comply.

STATUS: Implemented 15 April 1976.

PROCEDURES: SPA conducts briefings and attends unit security manager meetings. Procedures spelled out by letter.

PROBLEM: Communicating the word to everyone.

RECOMMENDATION: Implement SAC WIDE.

SAC COMMENTS: Security procedures are spelled out in AF regulations and supplemented as necessary. Publishing and enforcement of these regulations is a base responsibility. Penalties for violations have to be determined on a case by case basis.

17. Develop abbreviated checklist for use of SP. Allow SP inputs on procedures.

STATUS: Considered 15 April 1976 but not implemented. A Flt (test group) provided input of not desiring a checklist but to carry SSI's as present procedure dictates. Input was therefore considered but was discarded in favor of former procedure of carrying SSI's.

SAC COMMENTS: Checklists for SP's are currently prescribed by AFR 207-1/SSI and in use on the posts that are conducive to use of checklists. The posted sentry's duty require a more detailed set of instructions and are issued SSI's.

18. Develop unique flight call signs.

STATUS: No, SAC/SP was initially opposed to implementing this proposal. However, at the suggestion of SAC/DP the proposal was reevaluated and again not recommended for adoption. The development of unique flight call signs could cause problems during emergency security operations (ESO). Therefore, we must continue to use standard "call signs" to facilitate transition from normal to emergency operations.

RECOMMENDATION: Even though this item was not approved for use during the Job Enrichment Test reconsideration for use SAC and Air Force Wide is recommended because of the high potential for positive impact on the security police esprit de corp.

SAC COMMENT: HQ SAC/SP does not recommend implementation for the reasons cited above.

19. Authorized maintenance personnel for 44SPG.

STATUS: No. Historically, SP units have utilized SP personnel to man a vehicle maintenance section. In all instances, SP vehicle programs have been enhanced when security personnel have been assigned to perform this function. However, manpower authorizations for general purpose vehicles are measured and provided only for transportation squadrons. This policy was reiterated by SACMET personnel during the preliminary review of the SP manpower standards update conducted 22-25 June 1976.

20. Set up 44SPG airman of the month program.

STATUS: Implemented 15 April 1976.

PROCEDURE: Program was established with selection of three Airmen of the Quarter, one each from SPG, SPS, and MSS. Each selectee is entered into the 44th Combat Support Group Competition.

RECOMMENDATION: Implement SAC wide.

SAC COMMENT: Should be implemented by SPG/CC's.

21. Research and clarify flightline photography restrictions.

STATUS: Open. AFR 190-12/SSI is presently under revision. The revision will provide more specific guidance on flightline photography restrictions. (NOTE: Received info from Major Brown, SAC/OI).

RECOMMENDATION: Implement SAC Wide when SAC Sup 1 is revised and specific guidance is available. Consider for implementation AF Wide.

SAC COMMENT: Action will be taken as necessary upon revision of AFR 190-12.

22. Relax guardmounts, sit down briefings.

STATUS: Implemented for the test group on 15 April 1976.

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PROCEDURE: Implementation was accomplished by changing the MSOI (Missile Security Operating Instruction) for the test flight. Guardmount was broken down into two portions; formal and informal. The informal portion allowed the men to be seated when roll call was conducted, post assignments levied, oral and written orders given, and briefings conducted concerning drivers, nuclear, and firearms safety items. The formal portion consisted of the guardmount ceremony as outlined in AFM 207-2.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENTS: Informal proceedings following the formal guardmount are not prohibited and are at the discretion of the Squadron Commander.

23. Allow flight security supervisor to conduct formal guardmounts at his discretion.

STATUS: This item was implemented on 15 April 1976 in conjunction with the revised MSOI cited in item 22 above.

PROCEDURE: It is at the FSS's discretion whether or not to conduct a formal inspection.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENTS: Guardmounts are to be conducted IAW AFR 125-3, para 3-2 and 3-3.

24. Apply equal standards to all personnel - have SPS inspect our people.

STATUS: Partial implementation.

PROCEDURES: Flight Chiefs and Shift Supervisors are designated as the inspectors at guardmounts in SSI's and OI's. A procedure has been informally coordinated with the base commander to acquaint non-SP's with the need to coordinate with the shift supervisor prior to being allowed to inspect an SPS guardmount. (NOTE: Base Officials are perceived as picking on cops when they inspect guardmounts because no other base organization is inspected in such a formal atmosphere each day they report for duty.)

RECOMMENDATION: Do not recommend total implementation--senior commanders should have the opportunity to inspect the professional guardmounts of the Security Police Squadrons on their base.

SAC COMMENTS: Guardmount inspection criteria should be determined by the Squadron Commander. The same criteria should be used by all inspection officials.

#### WSA CONVOY PROCEDURES

1. Clarify command and control responsibilities for entire convoy cycle.

STATUS: Implemented 22 April 1976.

PROCEDURES: A joint meeting between MMS, SPS and Job Control representatives formulated an agreement whereby MMS will notify CSC directly of an impending weapon movement instead of passing the word through Job Control. The procedure facilitates effective communication channels between MMS, Job Control, and CSC schedulers.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: Concur with procedures.

2. Insure SP and MMS coordinate on timing of convoy to eliminate slack.

STATUS: Implemented 22 April 1976.

PROCEDURES: Same as 1 above.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: AFR 207-10 and SAC Supplements provide sufficient guidance to eliminate coordination problems between MMS and SPS.

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3. Reduce guard requirement for AC in dock by letter coordination with MMS/Job Control.

STATUS: A meeting on 22 April 1976 between MMS Job Control and SPS Operations personnel brought more agreement in consideration of SP Scheduling problems by the Bomb Wing. However, SPS agrees they must be responsive to the Bomb Wing's needs. Communications in this area have broadened.

PROCEDURES: SPS Commander has determined to use four guards for dock uploads due to the physical layout of the dock in order to comply with the two-man policy. However, when weather permits, the dock doors will be kept open. This will reduce the requirement for guards from four to two.

SAC COMMENT: Local problem.

PROBLEMS: Weather, wind and low manning do not always permit the optimum use of human resources; i.e., posting in four SP's around a dock so MMS and Job Control personnel can work in a warm climate.

RECOMMENDATION: This is a problem peculiar to this base. Do not recommend SAC Wide implementation.

4. Assign personnel to WSA on a permanent basis.

STATUS: Implemented 15 April 1977.

PROCEDURES: All flight chiefs have been notified through the operations bulletin to assign personnel to WSA on a permanent basis. The procedure has had a stabilizing effect on personnel. Also, the movement of personnel to and from the area has been expedited.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: Concur with procedures.

5. Centralize control of WSA lighting in WSA SP facility and remove MMS key safe from facility.

STATUS: Partially Implemented.

PROCEDURES: Coordination with MMS personnel resulted in the removal of the key safe to an MMS facility on 23 April 1977. The improved lighting is included in the MCP FY 78 program at a cost of \$157,000.

RECOMMENDATION: Implement, as appropriate, at all bases with Weapons Storage Areas.

SAC COMMENT: The Weapon System Security Improvements Program for WSAs/BAS centralizes control of perimeter and area lighting in the MSCF tower.

6. Give WSA supervisors authority to dispatch SAT for food and gas.

STATUS: Implemented 15 April 1976.

PROCEDURES: A change to the WSA supervisor's SSI's was made allowing him to dispatch the SAT for food and gas.

RECOMMENDATION: Implement SAC Wide if security standards timing criteria permits.

SAC COMMENTS: Concur with above. Driving factor is whether or not SAT can maintain required response time. This is not prohibited.



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7. Delete WSA patrol member.

SAC COMMENT: No. The WSA is the most critical resource and the additional firepower is required for protection of the resources.

#### CSC

1. Add 702XX personnel to CSC manning. Use two people, communicator and plotter.

STATUS: Partially implemented.

PROCEDURES: Flight Chiefs have been identifying personnel performing duties as comm/plotter in need of typing classes. These people are being scheduled for typing classes on base. When manning permits, two comm/plotters are assigned to work in CSC to ease any build-up of the work load.

PROBLEMS: The shortage of personnel does not allow a guard to be assigned duty as comm/plotter without "pulling" a priority post. Another problem is that there is not always manning available to relieve a guard to attend typing classes.

RECOMMENDATION: Two comm/plotter approach be implemented SAC Wide where manning permits.

SAC COMMENT: If workload is sufficient local SACMET can validate additional comm/plotter. Otherwise this remains a scheduling function for the squadron.

2. Put the same directives at CSC and WSA.

STATUS: Implemented 15 April 1977.

PROCEDURES: There is presently no requirement for WSA to have the same directives as CSC. However, duplicate directives have been positioned and accounted for at WSA because it serves as the alternate CSC.

PROBLEMS: None.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENTS: Concur with procedures.

3. Rotate personnel through comm/plotter tasks.

STATUS: Implemented 1 August 1976.

PROCEDURES: Personnel are rotated routinely through the duties as comm/plotter as directed by the operations bulletin. Flight chiefs select qualified, and deserving individuals to serve as assistant comm/plotters.

PROBLEMS: Manning is such that is difficult and almost impossible to rotate personnel into CSC without degrading security of priority resources.

RECOMMENDATION: Implement Air Force Wide where manning permits.

SAC COMMENT: Selection and rotation of comm/plotter is a function of command and the policy must be determined at squadron level.

4. Up-Grade CSC facility.

STATUS: Implemented 1 August 1976.

PROCEDURES: Self-help and financial backing of supervisors were instrumental in upgrading the CSC facility whereby the battle staff area is separated from CSC by a glass window.

PROBLEMS: The lack of building funds, skilled manpower, and resources delayed the construction.

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RECOMMENDATION: Upgrade as appropriate Air Force Wide. Difficult projects such as remodeling CSC's/WSC's require the special materials and skilled manpower of DE which should provide a better product, more efficient and timely than self-help.

SAC COMMENTS: Upgrading CSC/WSC facilities, other than minor work order improvements, must be accomplished through appropriately established construction program, (i.e., O&M, MCP) initiated at base level. Any modifications to CSCs which are programmed for SPCDS must have prior approval of SAC/SPP.

#### KC-135 Area

1. Inform SP on escort procedures.

STATUS: Implemented 15 April.

PROCEDURES: SP's have been informed on status of towed aircraft through the operation's bulletin. The OI reflects this clarification as of 1 May 76.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: Concur with procedures.

2. Build security fence on back of area.

STATUS: Work order has been accomplished and approved through the Wing Commander. However, project has been placed in hold status pending decision on proposed 28th Bomb Wing mission change which could affect the size of the area.

RECOMMENDATION: Consider implementation at SAC bases with KC-135 resources.

#### ARMORY PROCEDURES

1. Provide faster service by using total capability.

STATUS: Implemented 15 March 76.

PROCEDURES: Manning was increased to provide overlap of personnel operating the armory. All equipment can be checked out at the same window. Checkout provided for LE and SPS at the same guardmount time on first come, first serve basis without priority for LE.

RECOMMENDATION: Implement SAC Wide as appropriate.

SAC COMMENT: Concur with procedures.

2. Avoid conflicts between LE and MSS personnel.

STATUS: Implemented 15 March 76.

PROCEDURES: LE weapons and equipment moved to aircraft security armory.

RECOMMENDATION: Implement SAC Wide as appropriate.

SAC COMMENTS: Not a SAC wide problem.

3. Change clearing procedures to allow qualified personnel to observe weapons clearing - will require waiver to AFRs 125-26 and 125-3.

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STATUS: Implemented 25 April 1976 after approval by USAF/SP. The procedure worked very well and gave personnel of the test group an increased sense of responsibility. To apply to the entire group will require AFRs 125-26 and 125-3 regulation changes. (CSAF/SPP msg 011331Z Apr 76).

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: HQ SAC/SP concurs with this proposal and recommends HQ USAF SP change the directives to permit worldwide implementation.

4. Insure individual responsibility for ammo from issue to turn-in.

STATUS: Partially implemented.

PROCEDURES: Individual responsibility has been increased in the Security Police Squadron. Individual packs his own ammo pouches, in four magazines (120 rounds) that bear the same number as his weapon and for issue only to him each time he draws a weapon. As soon as the necessary funds for equipment are available, these procedures will be expanded to the Missile Security Squadron.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: Recent USAFE test concluded ammo stored, carried, etc., in magazines was subject to high miss fire rate due to handling. Test recommended ammo reliability be verified on regular basis and replacement made when necessary.

#### GENERATIONS

1A. Incorporate SP schedule into generation planning.

STATUS: Implemented. A meeting on 22 April 1976 between MMS, Job Control and SPS operations personnel brought more agreement in consideration of SP scheduling problems by the Bomb Wing. However, SPS agrees they must be responsive to the Bomb Wing's needs. Communications in this area have broadened.

RECOMMENDATION: Consider SP schedule in generation planning Air Force wide.

SAC COMMENT: Scheduling planning between ops and support functions is a local determination and by necessity must remain at the base level.

1B. Plan for generation in A area.

STATUS: Not implemented. Generations are conducted in the dock due to a requirement for a constant power source for SRAMS. SPS Commander has determined to use four guards for dock uploads due to the physical layout of the dock in order to comply with the two-man policy. However, when weather permits, the dock doors will be kept open. This will reduce the requirement for guards from four to two.

2. Improve communications between maintenance and SP's prior to and during generations.

STATUS: Implemented 22 April 76.

PROCEDURES: Communications between Job Control, and CSC have been improved as a result of a conference between MMS, SPS and Job Control. An agreement by each to first inquire of the other's commitments prior to firming up a schedule was made. SP's must be responsible to the Bomb Wing's requests at all times and posting priorities must be considered in planning generation activities.

RECOMMENDATION: Implement Air Force Wide. Better communications, relationships are the keys to effective job performance.

SAC COMMENT: Same as 1A.

VEHICLES/MISCELLANEOUS

1. Provide designated SP vehicles with lights, sirens, etc.

STATUS: Implementation completed 30 Oct 76. 100% of SP vehicles requiring lights, sirens, and PA systems are in operation.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: This is a current Air Force requirement.

2. Better environmental control system for CAT and SAT vehicles. Vehicles should have spotlights, beverage containers, gun racks, porta-potties, radios, engine block heaters, etc.

STATUS: Implemented partially 3 May 76.

PROCEDURES: Beverage containers (water jugs) and gun racks were procured. SPOT lights, radios, porta-potties and engine block heaters were not due to lack of funds.

RECOMMENDATION: All these items deemed appropriate be incorporated in the Table of Allowances and that air-conditioning be installed in future SAT/CAT vehicles SAC Wide.

SAC COMMENT: HQ AFLC/SPEMA is conducting tests on weapons racks and lights. Items will be included in an appropriate TA when approved. Beverage containers are currently listed in TA 538.

3. Provide vehicle minor maintenance capability at the LCF.

STATUS: Implemented 5 Apr 76.

PROCEDURES: The missile security squadron arranged to have one NCO from overhead with mechanical experience travel to the field for minor on-the-spot maintenance and operator care assistance for MSS vehicles. Results of this experiment proved beneficial to the SP vehicle in-commission rate as well as the morale of security personnel.

PROBLEM: Lack of authorized manning in MSS for vehicle maintenance, and missile security mission requirements precluded continuous availability of a qualified NCO to perform the function.



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RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: SAC/LG/SP letter, 26 Feb 76, Operator Care of Security Police Vehicles provided several things which could be accomplished at the local level to improve the vehicle situation. One recommendation was to expand the use of mobile maintenance at missile base to include minor repair of all field vehicles and not limited to inoperative vehicles. Units should work closely with their DCR's and Transportation Squadrons to obtain maximum benefit from this program.

4. Use choppers for changeover during bad weather.

STATUS: This has always been in effect informally with chopper operations, however, some of the people were unaware of the policy whereby changeover can be accomplished by chopper after a snow storm provided weather and safety permit. Guardmount briefings and bulletins were used to get the word to all.

RECOMMENDATION: Implement at Missile bases SAC Wide if not already being done.

SAC COMMENT: This procedure has always been in effect. However, it depends on the amount of airlift support available and weather conditions.

5. Build snow fences and or set up LF snow clearing detail.

STATUS: Implemented October 1976.

PROCEDURES: The base snow and ice removal plan for 1977 established a snow clearing detail consisting of personnel from all missile wing and support agencies.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: The method and priority of snow removal must be determined locally.

6. Smaller vehicles/smaller engines.

SAC COMMENT: Compact sedans for Law Enforcement use have been approved and purchase will begin in FY 78. A test of 1/4 ton pick-up trucks is currently in progress at Offutt AFB. Additionally, tests of Cushman type motor scooters were conducted but this vehicle was not recommended for adoption.

7. Re-issue boots.

STATUS: No. Combat boots are an initial item of clothing issue and, as such, must be maintained with the individual's clothing allowance. However, we were recently successful in getting a supplemental allowance for a second pair of combat boots for security police upon their entry into the security police academy. (REF: CSAF/SPP msg 100331Z Apr 76).

44SPG COMMENTS: This appears to be an important issue with the MSS, SPS troops. It is tied to a feeling of inequality compared to cooks who are given an allowance for cleaning uniforms, whereas SP's are not, while performing similar duty in the same environment.

SAC COMMENT: Concur with status.

8. Standardize SP/LE uniform.

STATUS: No. This is due to a variety of duty requirements involved.

9. Get new typewriters/console at CSC.

STATUS: Implemented 1 October 1976.

PROCEDURES: New typewriters have been procured from SPG Supply, through normal supply channels. Total modification of the CSC area was conducted under self-help due to lack of DE funds.

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PROBLEMS: Personal expense was incurred by supervisors providing materials with the intent of faster completion of the project.

RECOMMENDATION: Implement SAC Wide as necessary, but have DE fund and construct.

SAC COMMENT: Note comment under CSC Section, item 4. Same applies.

10. Store weapons and ammo at LCF.

STATUS: 44SPG: Generally, it is felt that the unit would prefer storage of weapons and ammo at the LCF.

SAC COMMENT: Personnel are required to transport their weapons to and from the support base as a means of providing additional firepower for the protection of USAF resources should the occasion arise. Do not implement.

11. Use separate frequencies for SP/LE.

STATUS: Expected implementation date of 1 June 1977.

PROCEDURES: A staff study was completed furnishing information such as cost, materials, feasibility, and time table for implementation. Funding for equipment has been arranged and the request for the second frequency is pending approval.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: This proposal has been supported by this headquarters and USAF/SP for several years. Any unit that does not have the separate frequencies should initiate necessary action through their communications unit to obtain the required approval.

#### MISSILE FLIGHT SECURITY CONTROLLER PROCEDURES

1. FSO/FSS/FSC Responsibility - Authority and Manning should be reevaluated.

SAC COMMENTS: The duties and responsibilities of the FSO/FSS/FSC are outlined in the SAC statistical manpower standards and SACR 207-16 for security police. Our review reflects the standards are adequate. Any requests for manning changes should be submitted through the local SACMET.

44SPG COMMENTS: These comments also apply to #2 and #4 below.

The conflict arises as to who controls the actions of SAT's. Responsibility is laid upon the FSC, FSS, FSO and MCCC, but authority is not.

AFR 207-16, para 2d(5) makes the MCCC primarily responsible for all actions pertaining to the 10 launch facilities in the flight. SACR 207-16, para 1-1c, says the MCCC must exercise direct command/control during any situation, actual or potential, which involves safety of personnel or equipment.

These two paragraphs are used by the Combat Crews to justify using Security Alert Teams in any manner they wish. If they don't accept the procedures and policies of the Missile Security Squadron Supervisory personnel, they don't feel they have to abide by them. In effect when the security personnel are at the LCF they are under the command and control of the Combat Crew - not the FSO, FSS, or FSC.

It is recommended that the authority and responsibility for actions of security personnel be solely vested in the security supervisors. Delete all references in Air Force and SAC Regulations referring to the MCC having responsibility in security matters other than to report security situations and monitoring activity.

2. FSC should have total responsibility for security within flight area.

- A. Eliminate interference.
- B. Reduce reports.
- C. Allow FSC to determine response conditions.

STATUS: Not implemented. AFR 207-1 and SACR 207-16 define capsule crew and FSC responsibilities which appear to be producing role conflict. If crew integrity could be maintained at the LCF, it might resolve the question to ultimate responsibility for security. It is suggested this be referred to SAC/SP/DO missile operations for further staffing and guidance. 44SPG comments in #1 apply.

SAC COMMENT: This proposal is under study at HQ SAC. Units will be advised of any changes in current policy.

Crew Integrity. If this refers to MCCs, it is the understanding at this headquarters that MCCs perform duty at the same LCF the majority of the time. If this addresses security police crews, it is recommended that the 44SPG assign the same people to the same flight area. (NOTE: 44SPG does assign the same people to a flight area).

3. Security/Safety briefings given by FSC and not MCC.

STATUS: Not implemented.

44SPG COMMENT: Ideally this could be the responsibility of the FSC, however, in some cases the maturity of lower ranking NCOs filling a SSgt/TSgt position does not appear to be the best solution in all cases. If all SSgt/TSgt positions were filled with required grades, then the FSC should have the responsibility for the safety briefing. At the present time, the MCCC gives the safety briefing before each trip.

SAC COMMENT: Above comments apply.

4. Clarify relationship with MCC's and site manager.

STATUS: Open. This proposal appears to be related to #2 in this section. Also, refer to 44SPG comments in #1 this section.

SAC COMMENT: Above comments apply.

5. FSS should run guardmount.

STATUS: Had been implemented for some time before job enrichment, however, troops perceived policy of operations supervisors attending guardmount as pressure to conduct guardmounts correctly. Flight Chief was conducting guardmount but it appears other NCOs and officers were supervising. Also, guardmounts were being used by supervisors of other units to brief items not of a security nature and inspecting for AFR 35-10 violations. This is not the intended purpose of guardmount.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: AFR 125-3 outlines the purpose and procedures for conducting guardmounts.

6. Increase training of FSC/FSS; require experience as SAT member and SAT Leader.

STATUS: Implemented 15 April. FSC's pull SAT duty before assuming FSC duties. They get FSC training through initial training if they are a potential FSC. An FSC being considered a manager, was not affected by this procedure (normally they have pulled SAT duty previously). An FSS does receive training in FSS duty.



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RECOMMENDATION: Apply this procedure SAC Wide where manning permits.

SAC COMMENT: SACR 207-16 and SACM 50-17 currently contain training reports that must be completed.

7. Eliminate FSS and make senior FSC responsible for area.

STATUS: AF/SP No. (Ref CSAF/SPP msg 100331Z Apr 76).

SAC/SP COMMENT: The FSS is responsible for a SMS area, 5 LCFs and 50 LFS. The senior FSC is responsible for 1 LCF and 10 LFS. Deletion of the FSS would increase the FSO's span of control from 6 FSS's to 30 FSC. Reduction in Missile Field supervision is not considered appropriate in view of the current terrorist threat.

#### LCF EQUIPMENT

1. Relocate LCC sin line to FSC desk.

STATUS: Open. This agency has no objection to the SIN line relocation, however, we do not have the authority to direct the move. The 44SPG is working this reconfiguration through the wing DO and with the local communications agency.

RECOMMENDATION: Each unit study their unique SIN line location and problems associated with it. This unit finds the SIN line located in a location whereby the FSC must leave the phones, radio, and desk to use the SIN line.

SAC COMMENT: Concur, however, relocation of LCC SIN line at Whiteman was too expensive. May be same for other wings.

SAC/SPOM COMMENT: We concur with the relocation of the SIN/SCN line phone instrument to the FSC's desk, however, a command program has continually been disapproved. Each unit must initiate their own program, secure funding and implement.

2. Intercom for LCF and gate.

STATUS: Open. See comments of item 1 above. SAC/DOK advises inadequate justification submitted. Also, it has not been resolved who is the responsible agency for funding this modification to the LCF. SAC/SP assistance in resolution of these items would be appreciated.

SAC COMMENT: SACR 207-16 requires voice communications to the LCF entry gate. Funding for this requirement must be provided by the Strategic Missile Wing (SMW).

Concur. New intercoms could be available within 1 FY through coordinated effort of SPG and DO Resource Advisors. The FWG and FUB board provide adequate means to obtain new intercoms.

SACR 207-16, para 6-9b(1) through (7) and AFR 207-16, para 13b(1) through (7) require wings provide security facilities.

3. Better radios in vehicles with walkie-talkies.

SAC COMMENTS: Request was to permit better communication between SAT leader and member, especially during a search of LF support building. Portable radios, could probably serve this purpose. However, only one radio is currently authorized for the LCF, and battery charging capability would have to be provided at the LCFs. Proposals should be tested if radios are available within the unit.

STATUS: Installation of the new Minuteman Radio Net in Dec 1976, after the Job Enrichment Test was completed, corrected this item.



4. Better lighting of fence at LCF/LF.
5. Increased protection for FSC.
6. Alarm system on fence.
7. Better flak vests.

44SPG COMMENT: Request this proposal be changed to read "Better Bullet-proof Vests".

SAC COMMENT: HQ AFIC/SPEMA conducted a study to examine commercial and stock listed bullet proof and flak vests to determine their effectiveness, limitations and utility to compare new vests with the current flak vests. A summary of the literature and research compiled by SPEMA highlights these major points:

- A. Body armor is available in various forms to stop projectiles up to .38 caliber.
- B. As the protection of body armor increases, the weight and discomfort increases.
- C. The specific level of protection must be defined prior to determining the type and basis of issue for the Table of Allowance.
- D. Natick Laboratory has set the standard in development and testing of body armor.

Flak vests capable of withstanding .38 caliber AP round are available on free issue basis (except for transportation charges) from SAC ERC and DPDO redistribution channels. Aggressive action by unit RA could eliminate this problem at approximate cost of a \$2.00 transportation charge per vest (as vests become available).

8. Self illuminating SAT plotting boards.

STATUS: Not implemented due to lack of funds and designs. FS's have been tasked to provide suggested designs which incorporate newly installed minuteman radio equipment.

9. Move LFSB light switch for LF from support building to topside. Increase MCC control of lighting.

STATUS: Open. This will require action/approval by the SAC Missile facility alteration panel. 44SPG has sent a letter to 44CSG/DE initiating this action.

RECOMMENDATION: Consider implementing this item SAC Wide.

SAC COMMENT: When the request comes before the MSL Facility Alteration panel SAC/SPO will support it.

10. Closed circuit TV for LCF/LF.

SAC COMMENT: HQ USAF/RDQ has determined that an outer zone signal processor will be pursued rather than a CCTV system.

11. Better fence for LF - varmint proof.

SAC COMMENT: The development of an outer zone signal processor is intended to reduce nuisance alarms caused by small animals and other targets below design criteria, thereby negating the requirement for a varmint proof fence.

TRAINING

1. Provide training required to rotate best people to SPG Headquarters position - particularly training.

STATUS: Implemented 15 April

PROCEDURES: Operations bulletin advertises position and best people (those with SP experience and instructing ability) are selected. Individuals are rotated on temporary basis or on an "as needed" basis to determine individual's capability to fill the position on a permanent basis.

PROBLEMS: Permanence prohibited by AFSC requirements in regulations. Highly qualified instructors cannot be rotated due to requirement for quality training.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: This is a function of command and must be determined at that level.

2. Rotate personnel from SP to LE to learn new tasks.

SAC COMMENT: This proposal is essentially the same as proposal #1 under Supervisory Factors category.

3. Train missile personnel in administrative procedures, standardize files and insure typing school is provided for FSC.

STATUS: Changed from open to no at unit level because manning did not permit the availability of courses on off-duty time. Administrative and filing procedures are covered in training. Suggest AF/SP consider a typing course be given at the Security Police Academy prior to duty in the field.

4. Insure all required regulations, manuals, self-tests and lesson plans are available for use at work station, and allow FSS to determine remedial training requirements - consider multi-media techniques.

STATUS: Yes on availability of regulations and manuals in the missile field which were made available on 15 April. It is further suggested that SAC provide expertise in use of multi-media techniques for improved training.

RECOMMENDATION: Air Force and SAC continue to develop better multi-media training systems for security police training.

SAC COMMENT: The proposed AFR 125-28, Security Police Unit Training, recommends different types of instructional techniques and training aids. Cassettes and slides are available at local film libraries.

5. Maintain crew integrity during training on-site.

STATUS: Implemented 15 Apr 76.

PROCEDURES: FSS broke down the flight into squads with the senior FSS as reporting official for each member of the squad. Each squad is permanently assigned to one LCF and that squad works and trains as a unit on that LCF. Occasionally, manning requirements require a squad member to work at another LCF but this is temporary in nature and does not affect the overall performance rating or ability.

RECOMMENDATION: Implement SAC Wide where manning permits.

SAC COMMENT: Bases may implement as desired.

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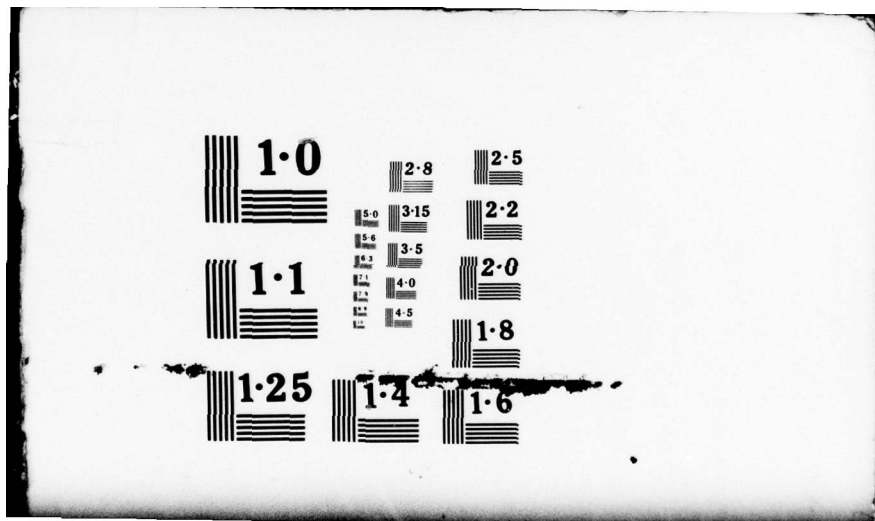
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6. Better training in non-security aspects of LCF including visits to LCC and LCF and common MCC/SP training on VHF radio procedures.

STATUS: Implemented 30 June 1976.

PROCEDURES: This item was implemented for the test crew through coordination with the Wing DO. Personnel assigned to the test crew were given a tour of the LCC and a professional briefing covering MCC responsibilities, mission and LCC equipment.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: This training is directive. See objectives 8 and 9, Atch 5 to SACR 50-17.

7. Security Police Academy should increase training on missile procedures and consider locating detachment in northern tier to conduct cold weather and air base defense training.

STATUS: Disapproved. The mission of the SP Academy is to provide training in only those basic skills common to all Air Force Security Police. The academy is not authorized to teach command unique or individual weapon systems security procedures. (Ref CSAF/SPP msg 100331Z Apr 76).

SAC COMMENT: Security Police Academy has revised its missile training course to provide more meaningful subject matter. Northern tier units are conducting tactics training which may be conducted during inclement weather.

8. WAPS testing should be by specialty within career field - missiles, aircraft, law enforcement.

STATUS: AF/SP. We are still exploring ways to implement this proposal. Its effects are somewhat far reaching since it impacts classification, promotion, testing, and possibly assignment practices; therefore, we do not anticipate an early solution. (Ref CSAF/SPP msg 121430Z Jul 76).

9. Insure centralized scheduling of newcomers to allow completion of required processing and training in minimum time, and include OJT tour of all posts.

STATUS: Implemented 15 April 76.

PROCEDURES: In-processing and training appointments for all newcomers are processed and monitored by Scheduling and Training sections. A log of all new personnel and their appointments/commitments is used and when a specific requirement is met these are checked off, thus reflecting daily status of each individual.

PROBLEMS: Very few problems were encountered during initial phase of this program. Close and constant coordination is a must with other base agencies.

RECOMMENDATION: Implement SAC Wide, at all bases with Security Police Groups.

SAC COMMENT: Concur with procedures.

10. Change AFM 50-23 to indicate that trainer must sign off AF Form 623.

STATUS: AF/SP. This proposal would remove one of the most important people in the OJT process from the position from in which he can most effectively perform his required function. The supervisor must keep abreast of each trainee's OJT progress to perform the duties of AFM 50-23, Table 4-5. In as much as an airman's duty performance is largely dependent upon the successful advancement through OJT, the supervisor must closely monitor the trainee's progress so that he can take whatever action is necessary to insure that the individual is properly trained. While we agree that this proposal would save time and reduce the supervisor's workload, we believe it would decrease the effectiveness of the OJT program. (Ref CSAF/SPP msg 121430Z Jul 76).

11. Weapons qualification should not be conducted during severe cold and natural shooting position should be emphasized during training.

STATUS: Do not implement natural shooting position.

SAC/SP COMMENTS: Qualification firing depends to a great extent on range availability and local scheduling. AFR 50-57/SAC Sup provides guidance for severe cold weather shooting positions.

44SPG COMMENT: A procedure for discontinuing range qualification during severe weather was in being prior to the Job Enrichment Test. The range at Ellsworth is closed when temperature drops below 15 degrees F., or at the direction of small arms personnel.

12. Missile site managers and cooks should receive additional training with M-16 to serve as back-up to SP. Site managers should also be aware of SP emergency procedures which impinge on their area.

STATUS: No. Do not implement.

SAC COMMENT: This procedure was a previous requirement which did not prove beneficial. Additionally, a test is scheduled at selected Missile units to eliminate the cooks from the LCF.

13. Make training more realistic and incorporate flight/crew exercise with flight/crew inputs to develop problem.

STATUS: Not implemented because Job Enrichment Test Flights did not respond with exercise problems.

14. Eliminate unnecessary training and re-evaluate time periods between recurring training.

SAC COMMENT: Upon implementation of AFR 125-28, block type training will be eliminated, and recurring training will be standardized Air Force-wide.

15. All personnel should be tested and receive drivers license before graduating from SP Academy.

SAC COMMENT: Driver training was implemented at Lackland in May 77.

#### STANDARDIZATION

1. Allow SP to articulate procedure in own words rather than reciting from memory the procedural requirements.

STATUS: Implemented 15 April 76.

PROCEDURE: Security police are permitted to present procedures in their own words.

RECOMMENDATION: Implement AF Wide.

SAC COMMENT: Determined by local commander.

2. Use flight/crew standboards in the field during the test to determine crew readiness.

STATUS: Not implemented. Flight/crew standboards in the missile field never materialized because individuals who volunteered to accomplish standboards decided there was too much off-duty time involved.

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3. Insure consistency of flight/group/academy/standboard procedures.

STATUS: HQ USAF and SAC set the standards. The SP Academy and unit training sections should instruct on established standards. Unit managers must review local standboard procedures for standardization and compliance. Several requirements scheduled for publication in AFR 125-28 in the near future should assist in standardizing these procedures. However, evaluation will take approximately one year after implementation of the new regulation. Therefore, recommend this proposal be closed.

SAC COMMENT: Upon implementation of AFR 125-28, block type training will be eliminated, and recurring training will be standardized Air Force-wide.

4. Allow 45 days after assignment to duty for initial standardization evaluation.

STATUS: Implemented 15 Apr 76. This paragraph is mis-quoted. Suggestion was that the individuals supervisor be allowed to sign off the SAC Form 476, 45 days after individual was assigned to duty. Prior to that the individuals supervisor had only 30 days after individual was released from training. Numerous cases had arisen where individuals were released from training without proper clearance, took a 30 day leave, etc. This change was reflected in SACR 207-16, dated 12 Jul 76, and therefore, has been implemented SAC wide.

5. Evaluate timing and realism of ORIs and recalls.

STATUS: Implemented 15 May 76. Missile Wing alerts require only missile security to respond and Bomb Wing alerts require only aircraft security to respond. Timing and realism of exercises/practice ORI's has improved under the latest 15AF Short Sprint exercise plan.

RECOMMENDATION: Implement SAC Wide.

SAC SPP COMMENTS: ORI requirements and procedures are continually reviewed by both IG inspector personnel and functional staff members to insure they are current. Recall procedures are local.

SUPERVISORY FACTORS

1. Combine 811X0/811X2 or at least give opportunity to learn 811X2 duties before discharge.

SAC/SP COMMENTS: This proposal was initially identified as a USAF/SP action item and was not recommended for adoption. SAC/SP supports the AF/SP position. The split vs single AFSC was thoroughly reviewed in October 1974, by members of the Air Staff, numerous MAJCOMs, MPC, and the SP Academy. By unanimous vote, conferees recommended continuing split AFSCs.

2. Clarify local assignment policy - allocation to aircraft or missiles.

STATUS: Implemented 15 Apr 76.

PROCEDURES: In-brief of incoming personnel includes personal briefing of each by the SP and the unit superintendent. The briefing clarifies that assignment to a particular squadron occurs at SAC/SP; humanitarian and special experience could cause this to be changed at the local unit level. The individual is encouraged to remain with the initial unit of assignment for at least 90 days for AFR purposes.

RECOMMENDATION: Disseminate procedure SAC Wide for use desired by other bases. Update assignment procedures.

SAC COMMENT: Concur. Local assignment policies should be disseminated by Commanders/Supervisors during in-brief of newly assigned personnel.



3. Use bulletin to inform personnel of job opening within 44th SPG standardization/training.

PROCEDURE: The Security Police Group bulletin contains this information on a recurring basis. Distribution has been increased to four copies per unit.

RECOMMENDATION: Consider for possible implementation at other SAC bases with Security Police Groups.

SAC COMMENT: Concur with the recommendation.

4. Increase visibility and acceptance of staff personnel by increasing field visits and insuring qualification in field tasks. Currently administrative workload causes lack of time for being with people.

STATUS: Implemented 15 Apr 76.

PROCEDURES: Middle level missile operations managers (Site and Support Branch Chiefs, NCOICs of site and support operations, Superintendents of squadrons, etc.) have made it a practice to visit the field 1-2 times per week without an inspection intent. Formal scheduled visits are impractical from the scheduling aspect. Middle level aircraft security supervisors have easier access to the bottom levels for informal visits. The administrative workload cannot be intentionally reduced, therefore, awareness of this need, especially for middle level managers to be seen in the field is the key toward continuing such a visitation program. Visitations have increased and the purposes of the visitations have changed from inspection visits to "How goes it" sessions between supervisors and security police on the line.

RECOMMENDATION: More emphasis should be placed on out of the office visits by staff/supervisory personnel with security police on post, on the line and in the missile field throughout the Air Force.

SAC COMMENT: SAC/SP has and will continue to emphasize need for visits on posts. The draft of AFR 207-1 requires these visits by staff personnel.

5. Allow test flight supervisors to individually administer counselling and document as required without involvement of higher ups.

STATUS: Implemented 14 Apr 76.

PROCEDURES: A policy letter from the Operations Staff to the flight chiefs and shift supervisors gave them the outline and format to issue letters of reprimand at the flight level.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: There is nothing that prohibits this practice. The policy should be determined by the local commander.

6. Give more authority to first line supervisors/flight chiefs/area supervisors.

STATUS: Implemented 15 Apr 76.

PROCEDURES: All supervisors were re-educated as to the authority available to them not only by grade, but also by virtue of their supervisory position on the flight.

RECOMMENDATION: Continue with emphasis in this area Air Force Wide.

SAC COMMENT: Concur. Supervisor's must be knowledgeable of their authority by virtue of both their rank and position. Additionally, commanders and senior supervisors must insure their policies permit the application of that authority whenever possible.



7. Insure actual supervisors are directly involved in the preparation of APR's on their people, and communicate this policy to test groups.

STATUS: 27 Apr 76.

PROCEDURES: The administrative clerks have revised all AF Forms 2095 in such a way that the proper supervisors are supervising and writing APRs on their personnel. At present all supervisors are preparing APR's for the people they actually supervise.

PROBLEMS: The largest problems were the delay in preparing AF Forms 2095 and "P" series orders reassigning reporting officials. The re-assignment of reporting officials forced many APR's to be written. However, close communication with the base personnel APR section greatly eased the impact of such a changeover.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: This is a current requirement.

8. Eliminate non-effectives quickly, and make them work hard until they leave. Explain the difference between the temporary and permanent disqualification and its impact on manning. CBPO 76-001 will help clarify procedures.

STATUS: Implemented 15 Apr 76.

PROCEDURES: No formal procedures. Quick elimination of non-effectives is stressed to include full protection and fair treatment to subject individual and a positive impact on other members of the unit.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: Concur. This is stressed in every SAC Staff visit.

9. Once supervisor had determined a need for action, standardize punishments within group and communicate disciplinary standards to the personnel in the test group.

STATUS: Implementation changed from yes to no. Standards are to be communicated, however, it is imperative to preclude rigid standards which would hamper commanders from treating each case individually. The review of each case by the Judge Advocate insures standardization of punishment.

10. Clarify "double jeopardy" for the troops within test flights, i.e., HRP impact of various infractions off-base. Re-evaluate policy of sending desk blotters to division.

STATUS: Implemented Jun 76.

PROCEDURES: The 811's did not understand why they could receive traffic points on base, or be restricted from driving on base as a result of off-base citations for speeding, reckless driving, DWI, etc.; they perceived it as "double jeopardy" instead of administrative action as required by AFR 125-14. This was explained to the troops and was accepted. The policy of sending the desk blotter to Air Division was re-evaluated and will continue.

RECOMMENDATION: Implement SAC Wide, as appropriate.

SAC COMMENT: Strictly a function of the local commander.

MISSILE SAT PROCEDURES

1. Equip SAT with M-16 and .38 and allow SAT leader to determine weapon carried based on assessment of situation.

STATUS: Not implemented due to test group (68-1) vote against carrying both weapons.

SAC COMMENTS: The Department of Defense in DCF 5210.41M, para 8-200b has in reality discontinued the use of a .38 caliber revolver when members of the security force are assigned to provide protection for nuclear weapons. Sidearms are easily carried but have little value as protection from dedicated assailants. The SAT is usually the initial response force to an alarm and their assigned weapons should provide maximum fire power to neutralize the threat.

44SPG COMMENTS: It is the recommendation of the test group that the FSC/FSS be issued the .38 revolver only, same as FSO. The test group basis for this recommendation is:

a. They do not want to be held accountable for two weapons and their ammunition.

b. They feel it is unlikely that they will become involved in a fire-fight at long ranges. The threat, they feel, will be at close quarters.

2. Allow SAT leader to bring vehicle on-site to increase protection for SAT member.

STATUS: Implemented 15 April 1976.

RECOMMENDATION: Implement SAC Wide. The SAT leader should have this option if they feel the situation warrants.

SAC COMMENTS: SAC Directives do not prohibit driving SAT vehicles on-site during response.

3. Eliminate response requirement for OZ which immediately resets by adding alarm to indicate if activity in support building.

USAF/SP COMMENT: Rationale remains as previously provided in response to waiver requests. (Ref. CSAF/SFP Msg 100331Z Apr 76).

SAC/SP COMMENT: HQ USAF/SP has twice disapproved a SAC/SP waiver request to eliminate responses to outer zone alarms under certain parameters. Adding an alarm for the support building is impracticable before implementation of a full MIDAS system.

4. Eliminate requirement for SAT at manned LF (SACR 207-16).

STATUS: A penetrated LF with a one-man SET posted topside has been determined as the second most lucrative target a terrorist group could choose. The stand-by SAT is the only margin of security we can give the posted SET. Do not implement.

5. Allow SAT to move on when OZ at LF will not reset.

STATUS: Do not implement. (Ref CSAF/SFP msg 100331Z Apr 76).

6. Eliminate outer fence checks.

STATUS: Do not implement. (CSAF/SFP msg 100331Z Apr 76).

7. During bad weather (RC2) allow SAT to clear pending SAMS enroute to/from higher situation.

STATUS: Implemented by regulation 1 Apr 76, AFR 207-16.

8. Eliminate unnecessary phone calls/guidance to FSC.

STATUS: Implemented 15 April 1976.

At the time of the test, this was a local problem, due to the inexperience of lower ranking NCOs filling TSgt positions.

RECOMMENDATION: Each SAC unit look at their WSC/FSC relationships to determine if WSC is over-controlling.

SAC COMMENT: Concur with recommendation.

9. Allow SAT to observe and assess situation upon arrival at LF and base response on the situation before completing strike.

STATUS: Implemented 15 April 1976.

PROCEDURE: MSOI was changed to reflect the procedure. This item has received good response from the SAT's.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: Concur with procedure.

10. Properly equip camper alert team before dispatch and re-evaluate CAT relief schedule.

STATUS: Implemented 27 April 1976.

PROCEDURE: New procedures are in effect to pre-equip CAT. Pre-positioning in the field is counter-productive from a management standpoint. However, the response time has been reduced by streamlined procedures.

RECOMMENDATION: Adopt at Ellsworth only. Other missile units have different structures within their missile support branch and have adopted their own method of managing their camper fleet.

11. Revise response times and authorized roads based on inputs from missile SATs. Give the driver responsibility for minimum/maximum speeds and safety.

STATUS: Partially implemented 15 Apr 1976. "Authorized roads" have been revised according to SAT inputs. Driver will be responsible to adhere to minimum/maximum speeds and safety.

RECOMMENDATION: Implement SAC Wide the use of SAT inputs for authorized routes of travel. As road conditions change the SAT should be allowed to use routes of travel which are compatible with their type of vehicle and not restricted to the same routes that other agencies with heavier vehicles are restricted to such as TE/RV routes.

Do not recommend implementation of giving driver carte blanche on the speeds they wish to drive. They must adhere to the maximum speeds established by the unit and must slow accordingly when road conditions deteriorate.

SAC COMMENT: Concur.

12. During bad weather, allow FSS/FSC to determine response condition based on local observation. Incorporate temperature factor into calculations.

STATUS: Implemented IAW SACR 207-16.

PROCEDURES: All response conditions are based on local observations, by teams in the field, SAT's FSO, FSS and CATs. FSC's request changes from WSC. Command Section is the approval authority (insure compliance with SACR 207-16).

SAC COMMENT: Concur with procedure.

13. A. Don't discriminate on travel restrictions and authorization to stop for coffee breaks enroute to and from LCF.

STATUS: Implemented 20 April 1976 in test group and new SAC policy (msg) authorizes it throughout SAC. FSS/FSO permission is required to take a coffee break. This restriction was an irritant.

SAC COMMENT: SACR 207-16 permits stops at commercial establishments.

B. Don't force a truck to follow bus on changeover.

STATUS: Implemented 26 April 1976.

RECOMMENDATION: Implement SAC Wide, where it applies.

SAC COMMENT: Strictly a local policy.

14. Allow SAT to issue tickets to speeding military vehicles within the complex. Equip trucks with flashing red lights.

STATUS: No, SPG. Security police do not have traffic control jurisdiction on public roads in the missile field.

#### SCHEDULING

1. Involve flight personnel in the scheduling process.

STATUS: Implemented 15 April 1976. Test groups were afforded the opportunity to give inputs to scheduling. There were no inputs.

RECOMMENDATION: Do not implement SAC or AF Wide.

2. Consolidate appointments on training day, give priority to SPS. Move training day to beginning or end of breaks.

STATUS: Implemented 15 Apr 1976.

PROCEDURE: Appointment scheduling has been revised to the training day.

RECOMMENDATION: Implement Air Force Wide.

SAC COMMENT: SACR 125-1, Chapter 5, para 5-2d specifies a training/appointment day. See Figure 5-1. The above new procedures now have the unit operating IAW SAC Regulations.

3. Increase length of authorized leaves.

STATUS: Implemented 15 Apr 76. Shorter leaves were used locally in the past due to manning, but normal leave procedures now apply.

RECOMMENDATION: SP Units AF wide follow normal leave procedures.

SAC COMMENT: Concur with recommendation.

4. Change guardmount/changeover time to match opening of base facilities.

STATUS: Not implemented. A poll was taken with 50-50 results. Based on this, time changes were not made.

5. Follow schedule for Breaks/Meals, etc.

STATUS: Implemented 1 August 1976.

PROCEDURES: Breaks and meals do follow a schedule--that of the dining hall. The flight chief's have been furnished with a schedule of opening and closing times for the dining halls and attempt to follow it.



RECOMMENDATION: Implement SAC Wide.

SAC COMMENT: Concur with procedures.

6. Change missile schedule to coincide with crew changeover.

STATUS: Not implemented. This is impractical at the present time, because of vast differences in schedules between missile security and missile launch crew personnel.

SAC COMMENT: Units must re-evaluate based on implementation of the "RIVET SAVE" program.

7. Give priority at changeover to crew which has been on longest.

STATUS: Implemented 15 Apr 1976. Priority will be given unless operational circumstances dictate otherwise.

RECOMMENDATION: Implement SAC Wide.

SAC COMMENT. This is local policy.

APPENDIX C  
MINOT AFB JOB SATISFACTION PROJECT REPORTS

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 91ST SECURITY POLICE GROUP (SAC)  
MINOT AIR FORCE BASE, NORTH DAKOTA 58701



REPLY TO  
ATTN OF: 91 SPG/CC

SUBJECT: Report on Job Satisfaction Action Group

21 Oct 1976

TO: Personnel of 91 Security Police Group

1. As a result of the job satisfaction survey conducted by the 57 Air Division, there were a number of areas identified as requiring a great deal of attention. These areas were shown to be of concern to the members of the 91 SPG and were contributing factors to some dissatisfaction within the unit. The following is a synopsis of the actions taken to correct the identified deficiencies.

2. The action group was formed on 14 July to discuss and eliminate factors contributing to job dissatisfaction. The group considered the SPG from both supervisory and subordinate levels and also studied the group cohesiveness and their relationships with other base organizations.

2a. Excessive official demands during "off-duty" time/new and innovative schedules-These two items are combined as the first has, to some degree, resulted from the second. It is admitted that excessive demands have been made in the past. This was due, in part, to the shortage of manpower and the current duty schedule. With the forthcoming schedule of 6-3 in Aircraft Security most of the problems related to these identified areas should cease. The 6-3 schedule is a four flight system with three flights rotating swing and midnight shifts and the fourth flight working the day shift. This fourth flight is divided into three squads with one squad on break at any given time. The night flights will work three swing shifts, go on 24 hour break, work three midnight shifts and have a three day break. Their training day will occur on the 24 hour break once a month. The day flight, working in three squads, will rotate three day breaks after working six consecutive days. Their training will be either the first day of break or on relief from another day shift. With the exception of inescapable required commitments to the mission (such as alerts, recalls, special training, etc.) both squadrons will insure that time off is off.

2b. Work with other organizations on appointments - This was discussed with outside agencies whose representatives were enthusiastic about the proposed 6-3 schedule. All indicated positive intention to allow for greater flexibility in appointment times as requested by security police rather than required by base agencies involved. Two problem

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areas (Drivers Training and Human Relations) continue to exist although they are matters of constant attention by the entire SPC staff.

2c. Provide a plans section to insure ops, training and mission are effectively established for accomplishment of the mission. - A section has been established for this function and is headed by Captain Peavey.

2d. Establish a forum and discuss common irritants - A forum was convened to resolve the following:

(1) Class "A" phones at the LCF's - Request for Class "A" phones in the LCF lounge have been submitted.

(2) Refrigerators at the LCF's - They have been approved and authorized, but are awaiting funds. In addition, a request for candy and cigarette vending machines has also been submitted. Personnel will be apprised of the progress on these items.

(3) Better food at LCF's - The "specials" served on site are undergoing review to provide for greater variety although the prescribed system of foil packs will remain. Personnel are encouraged to make constructive and realistic suggestions.

(4) Barracks furnishings - The Air Force has adopted a Concept Merchandising Plan which will allow greater variety in color and furnishings. First Sergeants are working with the Quarters Improvement Committee to monitor this program as it affects the Security Police Group. The third floor of Barracks 207 is first on the list with other floors to follow.

(5) Stopping at nearby towns for snacks - The FSO or FSS may approve stopping to use commercial dining facilities. This is on a case by case basis and does not apply to establishments which sell alcohol first and food second. One individual must remain with the vehicle for security of weapons and communications and all stops will be reflected in the appropriate blotters.

(6) Jogging at LCF's - This has been approved for MSS members on a provisional basis. Should the BAF be unable to meet response commitments or should the privilege be abused, the authorization will be revoked. Jogging is limited to the access road and the individual must be able to respond to SCC within five (5) minutes.



(7) Recognition for a job well done - There has been an increase in the number of favorable communications, which now far outweigh the disciplinary ones. The Group Commander personally reviews the number of favorable communications to insure that deserving persons are recognized. A study is being made to consider a visible indication of outstanding performance. All supervisors have been encouraged to pass verbal recognition for excellent performances and written recognition for the most worthy.

(8) Opportunity to meet for discussions with senior supervisors - Senior Supervisors are available upon request for such discussions. Persons interested should contact specific individuals involved to schedule such a meeting. Meetings with other base representatives may also be arranged, in fact, several have already taken place with very good response. This an excellent idea and personnel should avail themselves of the opportunity.

(9) Promote better atmosphere between security police and other units on base - The Group has indicated to the other agencies on base that security police representatives are available to brief the security mission. Such a briefing can eliminate misconception of our duties by other organizations and lead to a fuller understanding of certain actions we take. Additionally, The PAL (Police Are Loveable) Program is also working toward enhancing the security police image. This program is reaching to contact dependents and military persons alike. Your suggestions for enhancing our image are welcome and should be sent to Captain Borofsky, via SPS/SPO.

2e. 8 or 9 APR's be indorsed by an officer - All FSO and Shift Supervisors will indorse APR's which have merited an 8 or 9, for it is agreed that those who excel should be given proper tribute.

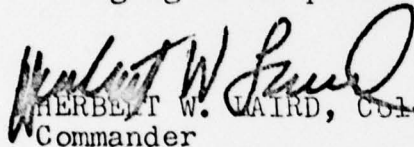
2f. Positive program for PME/Tech training - Such a program has been established and information will be available at commanders calls and through the group newsletter. For the five phases of PME, priority is given to those in upgrade with volunteers receiving second opportunities. When promoted to SrA, an individual is scheduled for Phase 1. Tech slots are requested from higher HQ on a quarterly basis with slots filled first by volunteers and secondly by non-volunteers.

2g. Supervisors and managers should consider subordinates while accomplishing the mission. Strong emphasis has been placed on our supervisors to clear up communications problems within certain specific areas. Supervisors will be sent to leadership schools with this goal in mind. This situation

can also be helped by the informal discussions between supervisors and subordinates as noted above.

2h. Publish a newsletter for dissemination of information - Such a newsletter is published although it has been recommended that the size be decreased and the frequency be increased.

3. These are the basic findings and actions of the group. Some of the answers have been condensed for your convenience. The more detailed information is available to you through the operations branch of each squadron. It is hoped that all planned actions will, in fact, increase the morale and satisfaction of being assigned to the security police at Minot AFB. These actions will be reviewed after six months to insure their implementation, with proper corrective action to be taken if necessary. This task has aided all supervisors and alerted them to problems previously unmentioned or unseen. The efforts of the action group as well as the personnel bringing these problems to light are appreciated.

  
HERBERT W. LAIRD, Colonel, USAF  
Commander

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DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS 91ST SECURITY POLICE GROUP (SAC)  
MINOT AIR FORCE BASE, NORTH DAKOTA 58701



REPLY TO  
ATTN OF: CC

SUBJECT: Action Group Results

TO: 57 AD/CC 91 SMM/CC 91 CSG/CC

1. On the premises that job dissatisfaction is contributing to disciplinary violations, accidents, and complaints, the 57th Air Division Commander requested an AD HOC study group be formed to examine job satisfaction/dissatisfaction within the 91 SMM Security Police Group. The study group requested that an action group be formed to consider/execute their recommendations and provide follow-through initiatives. Attached is the action group report.

2. The action group was made up of the following individuals from various base agencies.

Major Thomas Scott	91 MSS (Chairman)
Captain Clifford Borofsky	91 SPS
Captain Daniel E. Ramage	91 CSG/SVF
Captain Patricia Critchlow	91 CSG/CBPO
MSgt Richard Messina	91 SPG
TSgt Elvis Delaney	91 MSS
TSgt Leo A. Schaeffer	91 SMM/DOF
TSgt Luther M. Bell	91 SMM/ACF
SSgt David Carter	91 SMM/SL
SSgt Aubrey W. Nash	SGHG
SSgt Robert J. Williams	91 SPG

HERBERT W. LAIRD, Colonel, USAF  
Commander

1 Atch  
Action Group Study

Cy to: Committee Members



ACTION GROUP STUDY

1. Introduction: As a result of the staff study on job satisfaction, an action group was formed to consider the recommendations of the study.
2. Background: On 14 July 1976, an Ad Hoc Committee met to discuss the factors relating to job dissatisfaction within the 91 SPG and to examine means for eliminating those factors. The committee, consisting of representatives of 91 SPG, 91 MSS, 91 SPS, 91 CSG/DP, 91 CSG/SVF, SGHG, 91 SMM/AFC, 91 SMM/DOF, and 91 SMM/SL met over a three-week period to resolve identified problem areas.
3. Purpose: To consider and act upon the recommendations of the staff study on job satisfaction within the 91 SPG.
4. Scope: The action group considered the Security Police Group in its entirety from both supervisory and subordinate levels as well as the Group cohesiveness and their relationships to other base organizations in terms of mission and/or support.
5. Analysis: The study group examined job satisfaction/dissatisfaction while the 91 SPG was involved with an austere training program (ABD), which was directed by higher headquarters, with a short suspense time.
6. The following constitute the decisions of the action group in regards to the staff study recommendations. The study group recommendations with references are stated first, followed by the action group response.

Ref 3a. That Security Police Group/Squadron Commanders continue their positive approach and leadership.

Noted. This will continue.

Ref 3b(1). Provide immediate solution to the excessive amount of official demands during "off duty" time.

Demands on personnel during off duty time - there was unanimous agreement that personnel were being called for meetings, training, appointments, and other functions in excess during their off time. No single reason was the cause, yet the cumulative requests did create a negative attitude in personnel as they began to anticipate losing what should have been protected time off after each tour of duty, thus negating the whole concept of time off. This was more notable in the SPS.



Ref 3b(1)(a). New and innovative schedules.

Scheduling difficulties were identified as a major contributor to this problem. Consequently, all work and appointment schedules were examined with particular regard to mission manning requirements. A new schedule of 5-2 (or 6-3) was proposed whereby more training and appointment time was programmed and predictable. It had become apparent that a number of personnel were working around appointment/training schedules as opposed to the desired reverse situation. With the reallocation of some twenty-five airmen during the next six weeks to the security flights, the new schedule could be implemented for 1 Oct 76 which, in fact, has become the target date. The action group emphasizes the importance of minimizing approval of Palace Chase requests until the stabilization of the new schedule. A poll was taken from individuals in Aircraft Security which indicated almost unanimous agreement for a 6-3 schedule.

Ref 3b(1)(b). Increase manning - resolution of SACMET/Security Group Positions concerning proper manning requirements.

The following SACMET studies are in progress:

(1) Security Police Group

- (a) Security Police Operations Div, FC 430000
- (b) Security Police Scheduling, FC 43300X
- (c) Shift Supervision, FC 433000
- (d) NCOIC, Security Systems, FC 433001
- (e) Standboard, FC 433002
- (f) Security Police Training, FC 433100
- (g) Armament & Equipment, FC 433200

(2) Security Police Squadron

- (a) Security Police Squadron Operations, FC 433000

(3) Missile Security Squadron

- (a) Missile Security Squadron Management, FC 436000

The following SACMET studies are scheduled to start 1 Sep 76:

(1) Missile Security Squadron

- (a) Security Escort Team, FC 436600

Ref 3b(1)(c). Add priority to insure time off is off.

With the exception of inescapable required commitments to the mission (such as alerts and recalls), time off will be time off.

Ref 3b(1)(d). Work with other base agencies on schedules and appointments. (personnel, finance, hospital, dental, etc.)

All of the above was discussed with the outside members of the action group as identified in paragraph 2 above. Representatives of various base agencies were enthusiastic at the proposed schedule change and indicated positive intentions towards supporting it as far as they are concerned. This means they will allow somewhat greater flexibility in appointment times which will emanate more from the SPS work schedule than from the base agencies' appointment requirements. Scheduling problems for the MSS and the Group were comparatively small and the actions taken to eradicate the SPS' problems will indirectly ameliorate the other section problems. Members of the action group reviewed all of the various appointments/training required at different times. Personnel, finance, hospital, and dental expressed full cooperation and flexibility in dealing with Security Police Scheduling Section in regards to appointments. Two sections were identified as having schedules that are difficult to fill and complete - drivers training and human relations. In regards to drivers training course I, IV, and VI, the group was unanimous in that their schedule for these courses is not compatible with any base agency. Course I is scheduled for 2 hours/5 days and courses IV/VI are scheduled for 2 hours/2 days. Recommend every attempt be made to change this schedule as outlined in AFR 50-24 (OPR: 91 SMX/SE). In regards to the forthcoming human relations course, Social Actions has been tasked to provide 10 hours of instruction for supervisors E-4 and above. Current plans are to stretch this training over a day and a half period, which will make it difficult to schedule individuals. Recommend Social Actions evaluate the feasibility of completing the course in a one day period (OPR: 91 SMX/SL).

Ref 3b(2). Provide a plans section for the security police group to insure the numerous ops plans, training plans, and mission schedules are complete, will accomplish intended objectives and not waste the time of the participants.

Captain Peavey has been the 91 SPG Operations Officer and has been partially dedicated to operations and training plans and mission schedules. With the arrival of a senior officer (Lt Col), Captain Peavey will be used more in this function. This position is not a UCL slot.

Ref 3b(3). Establish a forum which will act on the various common irritations.

(1) Class "A" phones at LCFs.

An AF Form 1070 has been submitted for the SIN Board which meets in October to consider switching the class "A" and "C" phones in the lounge and SCC. If this proposal is not favorable with the Board, an alternate solution will be addressed.

(2) Refrigerator to store goodies at LCFs.

Refrigerators at the LCFs have been approved and authorized. Coordination has been completed through the Base Veterinarian and funding will be through the 91 SMM/DO. The appropriate priority has been assigned to this project. Now it is a matter of awaiting sufficient funds to purchase the refrigerators. The 91 MSS personnel will be kept apprised of the progress. In addition, DOF is going out with a request to contract candy and cigarette vending machines for the LCFs.

(3) Better food at LCFs.

Improve quality of food - the basic concept of using "frozen foil pack meals" for missile site feeding is accomplishing what the Air Force designed the system for, i.e., eliminate waste and standardize portion control of food items. Although we cannot change the basic concept of this feeding system, which is a basic reason for the dissatisfaction with the food provided, we can and do supplement the items offered. We are reviewing "specials" offered to personnel, attempting to increase the varieties and to satisfy our customers. Suggestions are routinely evaluated and implemented if feasible. Missile Rations is also reorganizing the training system for our LCF chefs to improve their abilities in preparing unique food items for serving at the LCFs. These are continuing programs and will be used in the future to continually improve the food service provided to all site personnel.

(4) Barracks furnishings.

This is a matter of constant concern and is monitored by the Quarters Improvement Committee as well as the First Sergeants. The Air Force has adopted a Concept Merchandising Plan. This plan is to furnish individual barracks rooms with new carpeting, furniture, and drapes. There will be three different color schemes. The approximate cost for each room is \$2,000. The third floor in barracks 207 will be so furnished under this plan by the end of October. Other floors will be furnished as money comes available. Suggest that commanders and first sergeants make their personnel aware of this new plan to improve the rooms in the barracks.

(5) Ability to stop at nearby towns for snacks.

Effective 1 May 76, HQ SAC granted a waiver to allow Security Police personnel while on duty, enroute to, employed within, or returning from the missile field, to use commercial dining facilities when approved by a Flight Security Officer, Flight Security Supervisor, or Missile Capsule Crew. Each approval is on a case-by-case basis. Stops will not be approved for commercial facilities that primarily sell alcoholic beverages with food as a sideline. Weapons will not be left unattended in vehicles. One individual will remain in the vehicle to secure weapons and maintain radio communications. Stops will be approved for food and rest only. All approved stops at commercial establishments will be reflected in the appropriate AF Form 53 (blotter). This waiver is on a test basis until 31 Dec 76.



(6) Jogging during off duty time at LCFs/LFs.

To some degree, this was a question of jealousy and boredom. Members of the 91 SMW crews were allowed to jog on site but Security Police/MSS personnel were not. This was mainly due to response time required for response forces. With limited facilities and activities in which the BAF could engage, boredom was not uncommon. Approved jogging helps vary activity and provides exercise. MSS personnel can now also feel less "imprisoned." However, this also is approved on a provisional basis. Should the BAF be unable to meet its commitments or this authorization to jog on the access road only is abused, it will have to be revoked. The jogging will be limited to the access road only and the individual(s) must be able to respond to the SCC within 5 minutes.

(7) Recognition for a job well done.

The benefits of increasing the frequency of favorable communications are obvious. The 91 SPG weekly compares favorable communications with the unfavorable; the former at least equals and in most cases far exceeds the latter. Some programs already in effect to give recognition are Airman of the Month, Flight of the Month, and letters of excellence on standboard. Under study at this time is some means of giving visible recognition for excellent standboards, such as a pin or star. Senior supervisors are encouraged to frequently visit posts and the missile field and pass on verbal recognition for outstanding job performance when observed.

(8) Provide opportunity for security police to have occasional meetings in a discussion type atmosphere with senior supervisors (should include base wide representatives).

As an initial recommendation, the action group suggested querying SPS and MSS personnel as to with whom and what subjects they would like to discuss. At the same time, supervisory personnel in both squadrons will assess their own areas and arbitrarily request certain "discussions" from other base units. It was allowed that perhaps MSS and SPS could swap personnel in order that both sides of the SPG operational house can fully understand the importance of each other's functions (all inclusive). There is almost an unhealthy rivalry in some cases between the squadrons and it is felt this is an initial step toward improved cohesiveness within the Group. In all fairness to supervisory personnel, particularly 91 SPG/CC, there have been previous attempts at just such discussion groups. Col Laird set aside times on successive Saturday mornings to be available in the group briefing room to answer questions and discuss any subject. Attendance was practically nil so the practice was discontinued. It is felt that upon request any of the supervisors can be made available for discussion periods provided a fair time is allowed. Senior supervisors within the Group will visit training classes to provide the opportunity for open discussion with the troops. Senior supervisors from other base agencies will be invited to training classes to provide the same opportunity.



(9) Promotion of congenial atmosphere between security police and other units.

Conflicts between the SP and other units do occur. Their resolution is often a matter of understanding each other's function and mission. By cross-briefing from within and without the 91 SPG much of this may be eliminated. The Security Police are associated in one way or another with every agency on the base. The Chief, Security Police will send a Guide 1 letter to inform all units that Security Police are available to relay our function and mission at commanders calls or any other type of formation.

3c. That all APRs which are 8's or 9's be indorsed by an officer. There are strong indications that young airmen place great emphasis and importance on whether the commander knows that a good job is being done and cares enough to add his written acknowledgement.

The action group agrees wholeheartedly with this recommended policy. All FSOs or Flight Chiefs will indorse APRs which are 8's or 9's. Those airmen who deserve particular recognition for their performance will have their APRs indorsed by the appropriate senior official.

3d. Establish a positive program for security police members to attend PME/tech training. Provide priority for those who want the training.

A positive program has been established for Security Police members to attend PME/tech training. First of all, the members must be made aware of the program and how it works. This will be accomplished at commanders calls and group newsletter. Thus far 11 individuals have attended PME. For PME, first priority is given to individuals in up-grade training and secondly to volunteers. Tech training slots are requested from higher headquarters and are filled when allocated.

3e. First line supervision and middle management insure they have subordinates in mind while accomplishing the mission.

Concur. Again, strong emphasis is being placed on first line supervisors and middle management in several areas to clear up what may be communication problems between subordinates and their supervisors, or unfortunately, supervisor attitude problems. These areas are: (1) concise, verbal communications, (2) knowledge of subordinates and their problems, (3) knowledge of procedures, (4) common sense actions. First line supervisors and middle management must adapt to changes. Philosophies and procedures that were effective 10 or 15 years ago may not be applicable in this day and age. Often it may be difficult but supervisors must maintain a viable people's program while effectively accomplishing the mission.

3f. That a newsletter be published to improve dissemination of information to the larger number of people within the group.

A newsletter is already being published. It is put out on an infrequent basis and tends to be too lengthy to produce desired copies. The action committee recommends that the length be decreased and the frequency and distribution be increased.

7. In the three-week period over which it met, the action committee has dealt with the specifics and spirit of the job satisfaction survey. The committee has considered all proposals and recommended corrective action. The identification of various problem areas indicates the need for closer daily scrutiny by all personnel assigned to the 91st Security Police Group. To wit, they must look at all of the trees some of the time and not just some of the trees. A last recommendation is that six months hence, the action committee reconvene to examine the degree of improvement within the Group resulting from these endeavors.

APPENDIX D

LEADER EFFECTIVENESS AND ADAPTABILITY DESCRIPTION

APPENDIX D: Leader Effectiveness and Adaptability Description (Hersey & Blanchard, 1973).

1. Your subordinates are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is in a tailspin.
  - A. Emphasize the use of uniform procedures and the necessity for task accomplishment.
  - B. Make yourself available for discussion but don't push.
  - C. Talk with subordinates and then set goals.
  - D. Intentionally do not intervene.
2. The observable performance of your group is increasing. You have been making sure that all members were aware of their roles and standards.
  - A. Engage in friendly interaction, but continue to make sure that all members are aware of their roles and standards.
  - B. Take no definite action.
  - C. Do what you can to make the group feel important and involved.
  - D. Emphasize the importance of deadlines and tasks.
3. Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relation have been good.
  - A. Involve the group and together engage in problem-solving.
  - B. Let the group work it out.
  - C. Act quickly and firmly to correct and redirect.
  - D. Encourage group to work on problem and be available for discussion.



4. You are considering a major change. Your subordinates have a fine record of accomplishment. They respect the need for change.
  - A. Allow group involvement in developing the change, but don't push.
  - B. Announce changes and then implement with close supervision.
  - C. Allow group to formulate its own direction.
  - D. Incorporate group recommendations, but you direct the change.
  
5. The performance of your group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles has helped in the past. They have continually needed reminding to have their tasks done on time.
  - A. Allow group to formulate its own direction.
  - B. Announce changes and then implement with close supervision.
  - C. Allow group involvement in setting goals, but don't push.
  - D. Redefine goals and supervise carefully.
  
6. You stepped into an efficiently run situation. The previous administrator ran a tight ship. You want to maintain a productive situation, but would like to begin humanizing the environment.
  - A. Do what you can to make group feel important and involved.
  - B. Emphasize the importance of deadlines and tasks.
  - C. Intentionally do not intervene.
  - D. Get group involved in decision-making, but see that objectives are met.

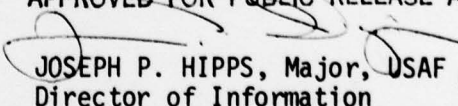
7. You are considering major changes in your organizational structure. Members of the group have made suggestions about needed change. The group has demonstrated flexibility in its day-to-day operations.
  - A. Define the change and supervise carefully.
  - B. Acquire group's approval on the change and allow members to organize the implementation.
  - C. Be willing to make changes as recommended, but maintain control of implementation.
  - D. Avoid confrontation; leave things alone.
  
8. Group performance and interpersonal relations are good. You feel somewhat unsure about your lack of direction of the group.
  - A. Leave the group alone.
  - B. Discuss the situation with the group and then initiate necessary changes.
  - C. Take steps to direct subordinates toward working in a well-defined manner.
  - D. Be careful of hurting boss-subordinate relations by being too directive.
  
9. Your superior has appointed you to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.
  - A. Let the group work it out.
  - B. Incorporate group recommendations, but see that objectives are met.
  - C. Redefine goals and supervise carefully.
  - D. Allow group involvement in setting goals, but don't push.

10. Your subordinates, usually able to take responsibility, are not responding to your recent redefining of standards.
  - A. Allow group involvement in redefining standards, but don't push.
  - B. Redefine standards and supervise carefully.
  - C. Avoid confrontation by not applying pressure.
  - D. Incorporate group recommendations, but see that new standards are met.
  
11. You have been promoted to a new position. The previous supervisor was uninvolved in the affairs of the group. The group has adequately handled its tasks and direction. Group inter-relations are good.
  - A. Take steps to direct subordinates toward working in a well-defined manner.
  - B. Involve subordinates in decision-making and reinforce good contributions.
  - C. Discuss past performance with group and then you examine the need for new practices.
  - D. Continue to leave group alone.
  
12. Recent information indicates some internal difficulties among subordinates. The group has a remarkable record of accomplishment. Members have effectively maintained long range goals. They have worked in harmony for the past year. All are well qualified for the task.
  - A. Try out your solution with subordinates and examine the need for new practices.
  - B. Allow group members to work it out themselves.
  - C. Act quickly and firmly to correct and redirect.
  - D. Make yourself available for discussion, but be careful of hurting boss-subordinate relations.



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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) <p><b>This thesis examines job satisfaction within the United States Air Force Security Police, particularly among members of the security specialty (AFSC 811XX). It also examines some approaches to improving the job satisfaction of security policemen, including job enrichment. A description is given of the security career field, including the types of jobs done by members of a typical security force. A day in the life of a security guard is described in order to give the reader an understanding of security duty from the worker's point of view. The evolution of job enrichment is discussed, starting with the</b></p>										

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early philosophy of Frederick Taylor's "scientific management" and progressing through the ideas of Mayo, McGregor, Blake & Mouton, and Maslow. Herzberg's two-factor theory is examined and compared with other theories of job enrichment; such as, expectancy theory and the Hackman & Oldham model of job satisfaction and enrichment. Also included are studies of job satisfaction and performance. These include work done by the Occupational Measurement Center at Lackland AFB, Texas, the School of Aerospace Medicine at Brooks AFB, and Thompson's analysis of the Air Force Quality of life survey. The Castle AFB experiment to determine whether close-in foot sentries are essential to security of aircraft is described along with results. The experiment in security police job enrichment performed at Ellsworth AFB, South Dakota is described in some detail and a brief account is given of a local do-it yourself program to improve job satisfaction at Minot AFB, North Dakota. Finally, the writer offers some conclusions and recommendations on how to improve job satisfaction among Air Force security personnel. Chief among these are suggestions to re-examine the separation between the security and law enforcement career fields as well as the policy of using close-in foot sentries to guard parked aircraft.

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